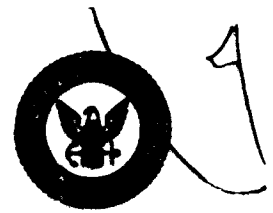


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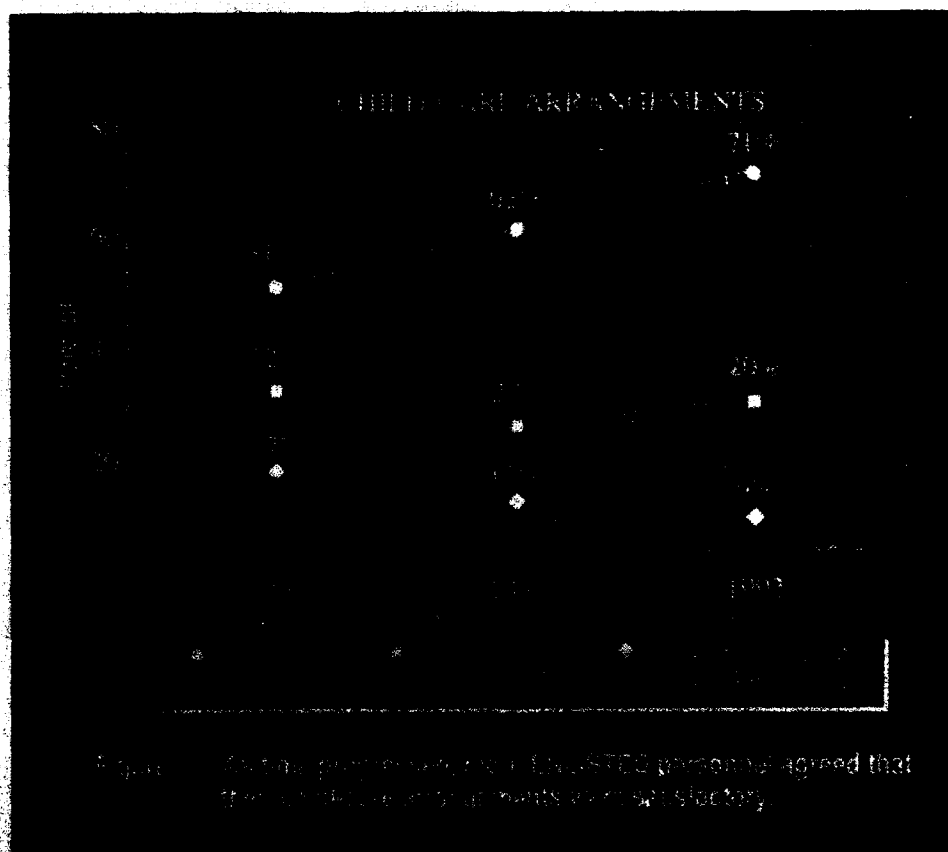
**Gerry L. Wilcove**

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**Quality of Life in the Navy,  
Findings From 1990 to 1992:  
The Navy-wide Personnel Survey**

**Volume 2: Management Report**

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## Foreword

The Navy-wide Personnel Survey (NPS), which is administered annually, is part of the Navy Personnel Survey System (NPSS). The NPSS is designed to manage and control Navy personnel surveys, to minimize intrusion into fleet and shore operations, and to serve as a vehicle for attitude and survey research. The NPSS is composed of the NPS, special surveys, and quick-response surveys.

The present study was conducted under the sponsorship of the Chief of Naval Personnel (PERS-01JJ) within reimbursable Work Unit 93WRPS578. This study analyzes quality-of-life items from the 1990, 1991, and 1992 NPSs. These analyses have resulted in two publications: A research report (Volume 1)(in review) and the current management report (Volume 2).

A number of individuals contributed significantly to this report and special data analyses, including Ed Schmitz (CNRC); Patricia McCoy, Coordinator of the Navy Family Child-Care Program, Naval Station San Diego; CDR Janet Searles, Director, and Murray Bloom, Family Service Center, Naval Station, San Diego; YN2 Rick Diaz and PNC H. Porter, NAVPERSRANDCEN; MCPON John Hagan (PERS-00D) and MCPO Howard Kirsner (PERS-009); CDR Mark Worriow (PERS-221T); Ed Bres (PERS-233C); CDR Mike Caponi (PERS-333); LCDR Marie Wallick, Ph.D. (PERS-6); Dr. Fran Kelly (PERS-602); CAPTs Dave Davidson and Bill Krayner (PERS-62); Keith Jacobsen (PERS-65); Carolee Callen (PERS-659); Mary Louise Kelley (PERS-661); Gerry Carlon (PERS-662); and Patricia Bates, LT Patricia Cruz, and LT Mario Trujillo (PERS-67).

The author would also like to thank Marci Barrineau for preparation of the graphs in this report.

Any questions regarding this report should be directed to Emanuel P. Somer, Director, Survey Research Division, DSN 553-9248 or (619) 553-9248.

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## **Executive Summary**

This report addresses quality of life (QOL) in the Navy between 1990 and 1992. Survey results are presented on family support programs, child-care services, leadership training, living conditions, and overall QOL in the Navy. Results pertain to one or more of the following questions: (1) What were the opinions of personnel regarding the Navy's QOL efforts between 1990 and 1992? (2) Did the opinions of personnel regarding the Navy's QOL efforts exhibit any trends between 1990 and 1992? (3) Did some personnel view the Navy's efforts more favorably than other personnel between 1990 and 1992? and (4) What impact did the Navy's QOL efforts have on the job performance of personnel or their career-continuance decisions between 1990 and 1992?

To help answer these questions, responses were analyzed from the Navy-wide Personnel Survey (NPS). The NPS was commissioned in 1990 by Vice Admiral J. M. Boorda, the Chief of Naval Personnel, to provide personnel feedback to managers and policy makers in a variety of key areas. The NPS is administered annually. From 1990 to 1992, 20,121 enlisted personnel and 14,530 officers completed the NPS, supplying the data that were analyzed for the current report. Results presented in this report are representative, by paygrade, of all personnel in the Navy between 1990 and 1992. Responses to 35 opinion questions, plus a variety of demographic questions, were analyzed for this report.

### **What were the opinions of personnel regarding the Navy's QOL efforts between 1990 and 1992?**

Survey data were available on family support programs. According to enlisted personnel, the best family support programs were Family Service Center (FSC) Counseling, FSC Information and Referral, and FSCs overall. According to officers, the best family support programs were FSC Counseling, the Ombudsman Network, FSC Information and Referral, and Deployment Support Programs. Both enlisted and officer personnel agreed that the programs most in need of improvement were Housing Management Services and the FSC Spouse Employment Assistance Program. Approximately two of five enlisted and officer personnel believed that family support programs had positively impacted QOL for them and their families between 1990 and 1992.

When asked, between 1990 and 1992, to evaluate the quality of their last leadership course, 72% of enlisted personnel rated Leadership and Management Education and Training (LMET) as good or very good, while 80% rated Leading Petty Officer/Chief Petty Officer (NAVLEAD) at those levels. Officers rated their leadership courses as follows (good/very good percentages are in parentheses): Command Excellence Seminar (72%), Advanced Division Officer's Course (67%), LMET (52%), Basic Division Officer's Course (48%), and Department Head School (34%).

In the period between 1990 and 1992, 76% of officers and 50% of enlisted personnel reported satisfaction with the QOL in the Navy. Thirty-one percent of enlisted personnel and 14% of officers expressed dissatisfaction, while the remaining personnel expressed mixed feelings.

### **Did the opinions of personnel regarding the Navy's QOL efforts exhibit any trends between 1990 and 1992?**

Most opinions did not change during this period. However, there were some notable exceptions. For example, officers believed that both the Basic and Advanced Division Officer's

Course improved from 1990 to 1992. In addition, female officers believed more strongly, as time progressed, that family support programs improved QOL for them and their families. On the negative side, fewer officers expressed favorable opinions, as time progressed, regarding Deployment Support Programs, Personal Financial Management Counseling and Education, and the Ombudsman Network. E-7s through E-9s also became less favorable towards the Ombudsman Network as time progressed. In spite of these findings for the Ombudsman Network, both officers and E-7s through E-9s saw this program as being one of the better ones in 1992.

Few additional enlisted or officer opinion trends were found for the 35 survey items examined in the study. Also, few additional trends were found when responses were broken down demographically by married individuals or single personnel, White or Black personnel, personnel with or without children, personnel married to civilian or military spouses, and so forth. A Navy Personnel Research and Development Center research report (in review) defines the technical procedure for determining what constituted a change in opinion and what did not.

**Did some personnel view the Navy's efforts more favorably than other personnel in the period between 1990 and 1992?**

For the most part, the answer to this question was "no," and those differences that were found were predictable. For example, E-7s through E-9s were more satisfied with their QOL than paygrades below them. Perhaps less predictable was the finding that officers viewed the Sponsor Program and Deployment Support Programs as more effective than enlisted personnel did.

Extensive demographic analyses were conducted in the study. Each of the 35 survey items were analyzed by as many as nine demographic variables for both enlisted and officer personnel. This approach meant that the opinions of paygrade groups were compared with one another for each of the 35 items (i.e., E-2s and E-3s were compared with E-4s through E-6s, etc.); the opinions of racial groups were compared; comparisons were made for marital status groups, for males and females, for individuals in sea billets and those onshore, and so forth. The number of demographic differences in opinion that were found was small compared to the number of comparisons made.

**What impact did the Navy's QOL efforts have on the job performance of personnel or their career-continuance decisions between 1990 and 1992?**

Generally speaking, enlisted personnel did not believe that family support programs, child-care services, or living conditions had an appreciable impact on their job performance and/or career-continuance decisions. Officers expressed these same opinions with one exception—they believed that living conditions had an appreciable, beneficial effect on their job performance.

**The following conclusions were reached in the study:**

1. QOL in the Navy depends at times on the personnel involved, the program being evaluated, the year, and the issue.
2. Survey results clearly identified programs that need buttressing and those that consistently meet the needs of personnel.
3. There is evidence to suggest that family support programs, Navy-sponsored child-care, and living conditions have little impact on *enlisted* career motivation. In some cases, the programs need

upgrading, or perhaps none are very important compared to other factors such as pay. Further research is needed.

4 A high degree of confidence in the results is warranted, based on several factors including the large number of personnel completing the surveys.

**The following recommendations were offered:**

1. In-depth surveys or interviews should be conducted to determine why personnel perceived certain programs but not others as effectively meeting their needs. In this way, program managers will receive direct feedback on their efforts. They will then be able to continue the policies and practices viewed as successful and improve or replace those viewed as unsuccessful.

2. If managers could predict, with some degree of confidence, how personnel will evaluate QOL in the future, they could anticipate problems before they developed. Managers also want to know if their programs are going to improve QOL to a desirable, targeted level. Accurate predictions would be exceedingly useful in this regard. Therefore, as a first step, survey data from 1990 through 1992 should be used to generate predictions on how personnel would be expected to respond in 1993. The accuracy of these predictions should then be determined by comparing them to actual 1993 responses.

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# Introduction

## Purpose

This report focuses on four basic questions:

1. How did personnel characterize the Navy's quality-of-life (QOL) efforts in the period from 1990 through 1992—as good, average, or poor? Effective or ineffective?
2. Did the opinions of personnel regarding the Navy's QOL efforts exhibit any trends between 1990 and 1992?
3. Did some personnel view the Navy's efforts more favorably than other personnel in the period from 1990 to 1992?
4. In the period between 1990 and 1992, did the Navy's QOL efforts favorably impact the job performance of personnel and their career-continuance decisions?

An attempt was made to answer these questions by using data from the Navy-wide Personnel Survey which queried personnel on family support programs, child-care services, leadership training, and living conditions—all important QOL issues.

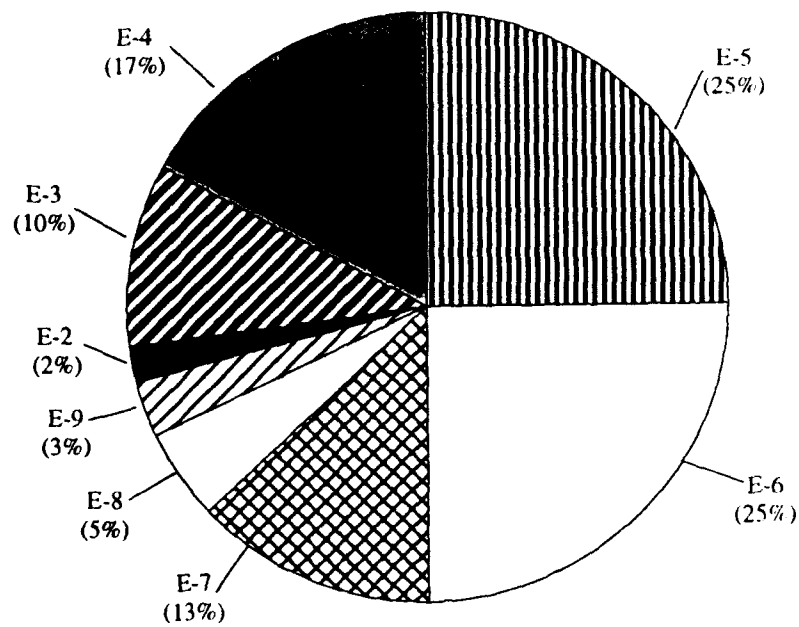
## Navy-wide Personnel Survey

In 1990, the Chief of Naval Personnel, Vice Admiral J. M. Boorda, commissioned the Navy-wide Personnel Survey (NPS). This survey, which is administered annually, is mailed to approximately 20,000 enlisted personnel and officers, with a response rate of close to 50%. The NPS is designed to provide policy makers and managers with personnel feedback in a variety of key areas, one of the most important of which is QOL. Since the NPS is administered annually, several years of data are available to examine QOL issues. This report presents results obtained from the three NPSs administered in the 1990-1992 timeframe.

## Sample Description

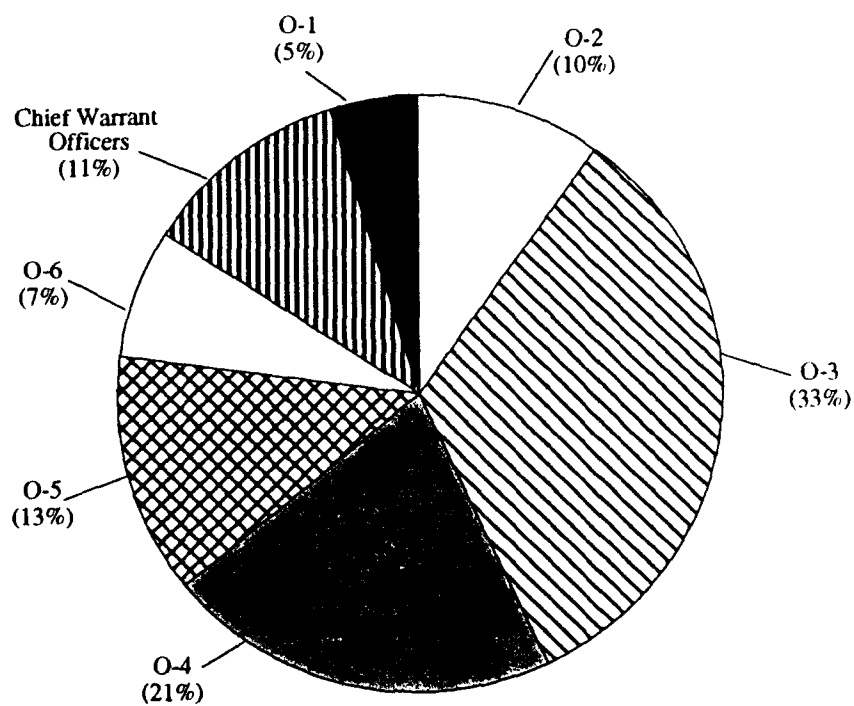
A total of 34,651 personnel completed the three NPSs—20,121 enlisted and 14,530 officers. Paygrade breakdowns for enlisted personnel differed little from one survey to the next. The only significant difference for officers was the greater percentage of chief warrant officers in 1991 than in 1990 and 1992. Since the yearly samples were so similar, enlisted personnel from the three surveys were combined into one sample and officer personnel into another. These "total" samples were then broken down by paygrade and are shown in Figures 1 (enlisted) and 2 (officer).

Total enlisted and officer samples can be compared demographically as follows: Eighty-nine percent of enlisted and officer personnel were males, 75% of enlisted personnel and 90% of officers were White, 52% of enlisted personnel and 33% of officers occupied sea billets, and 64% of enlisted and officer married personnel reported that their spouses were employed. More officers were married (76%) than enlisted personnel (62%). Conversely, fewer officers than enlisted personnel had never been married—18% and 28%, respectively. The percentage of individuals divorced or separated differed little between officers (6%) and enlisted (10%) and less than 1% of each were widows or widowers.



Note. Number of individuals is 20,121.

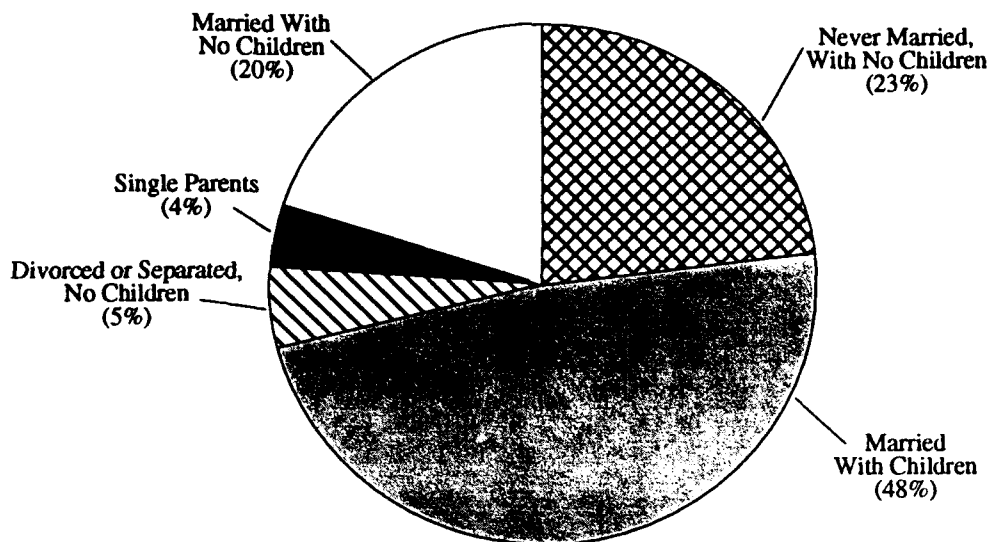
**Figure 1. Total enlisted sample (1990-1992) broken down by paygrade.**



Note. Number of individuals is 14,530.

**Figure 2. Total officer sample (1990-1992) broken down by paygrade.**

Officer and enlisted samples were also examined to see what percentage of individuals had children living in the household. This demographic was, in turn, examined in relationship to marital status (i.e., an individual could be unmarried, married, divorced or separated, or widowed, and all of these situations could exist with or without children in the household). It was found that officers and enlisted personnel differed little with respect to all these possibilities (i.e., personnel differed little with respect to "family status"). Figure 3 thus presents the percentages obtained for officers and enlisted personnel combined.



Note. Number of individuals is 34,525.

**Figure 3. Family status of all survey participants (1990-1992).**

Sixty-two percent of enlisted parents and 47% of officer parents had at least one child age 5 or younger.

Total enlisted and officer samples were weighted by paygrade and are representative of all personnel in the Navy between 1990 and 1992.

### Analyses

Thirty-five QOL questions were repeated in all three surveys, and these questions were analyzed for the current report and a research report (in review).<sup>1</sup> The analyses are described in detail in the research report. Demographic variables played an important role in the study. First, they were used to determine if trends in opinion existed for any of the 35 survey questions—for example, if trends existed for E-2s and E-3s, married individuals, Black personnel, and so forth. Second, demographic variables were analyzed to determine, for example, if males expressed more favorable opinions than females between 1990 and 1992 on any of the 35 questions, if personnel at sea evidenced more favorable opinions than those onshore, and so forth. As many as nine

<sup>1</sup>Wilcove, G. L. (in review). *Quality of life in the Navy, findings from 1990 to 1992: The Navy-wide Personnel Survey. Volume 1: Research report*. San Diego: Navy Personnel Research and Development Center.

demographic variables were examined in the study, including paygrade, gender, race, marital status, family status, whether a spouse worked, whether a spouse was civilian or military, children's ages, and sea/shore status. The 1992 NPS can be found in the appendix.

## Specific Family Support Programs

According to enlisted personnel, the best family support programs between 1990 and 1992 were Family Service Center (FSC) Counseling, FSC Information and Referral, and FSCs overall. According to officers, the best programs were FSC Counseling, the Ombudsman Network, FSC Information and Referral, and Deployment Support Programs. Despite these results, officers believed that the Ombudsman Network and Deployment Support Programs were not as effective in 1992 as they were in 1990. Both enlisted and officer personnel agreed that the programs most in need of improvement were Housing Management Services and the FSC Spouse Employment Assistance Program (SEAP).

### What programs were personnel asked to evaluate in the surveys?

Personnel were asked to evaluate 14 family support programs: Housing Referral Services, Housing Management Services, the Ombudsman Network, the Sponsor Program, Deployment Support Programs, Personal Financial Management Education and Counseling, FSC Counseling (personal, family, marital), the FSC SEAP, Child Development Centers, Family Home Care Programs, Base-Level Family Advocacy Programs, the FSC Relocation Assistance Program, the FSC Information and Referral Service, and FSCs overall.

### What were the best and worst programs according to personnel between 1990 and 1992?

The answer to this question was determined by the percentage of individuals rating a program as good or very good, average, and poor or very poor.

#### According to ENLISTED Personnel:

The *best* programs were FSC Counseling, FSC Information and Referral, and FSCs overall as shown by the following results:

	Good/Very Good	Average	Poor/Very Poor
FSC Counseling	53%	31%	16%
FSC Information and Referral	49%	37%	14%
FSCs overall	46%	39%	15%

The *worst* programs according to enlisted personnel were Housing Management Services and the FSC SEAP as reflected in the following results:

	Good/Very Good	Average	Poor/Very Poor
Housing Management Services	31%	38%	31%
SEAP	31%	33%	36%

**According to OFFICERS:**

The *best* programs were FSC Counseling, the Ombudsman Network, FSC Information and Referral, and Deployment Support Programs as evidenced by the following results:

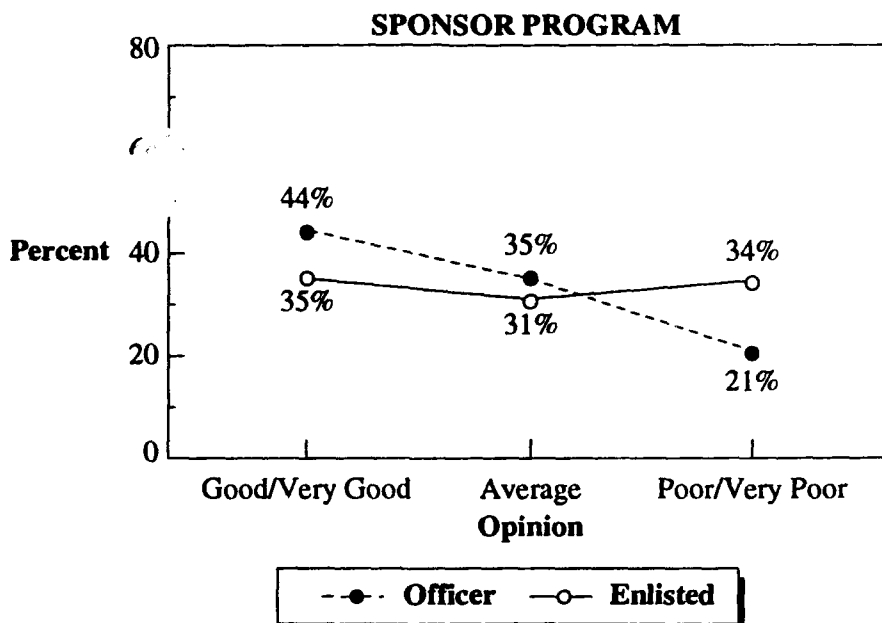
	Good/Very Good	Average	Poor/Very Poor
FSC Counseling	56%	31%	13%
Ombudsman Network	56%	31%	13%
FSC Information and Referral	52%	38%	10%
Deployment Support Programs	52%	34%	14%

The *worst* programs according to officers were the FSC SEAP and Housing Management Services as demonstrated by the following results:

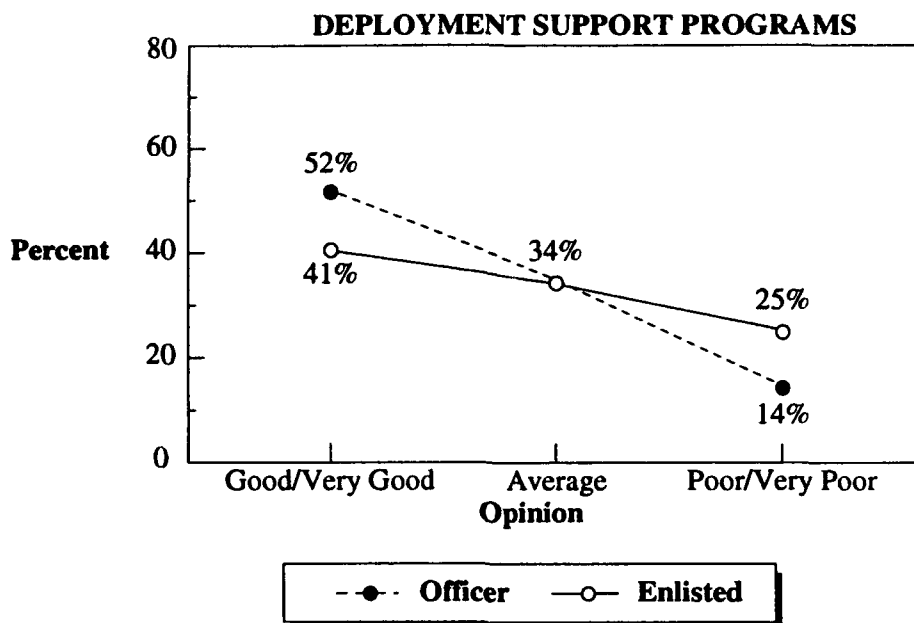
	Good/Very Good	Average	Poor/Very Poor
SEAP	27%	36%	37%
Housing Management Services	30%	38%	32%

**Did enlisted personnel view some programs more favorably than officers, or vice versa, in the period between 1990 and 1992?**

Enlisted personnel did not view any programs more favorably than officers. However, officers viewed the Sponsor Program and Deployment Support Programs more favorably than enlisted personnel. Figures 4 and 5 provide a clear picture of these differences in opinion.



**Figure 4. Officers viewed the Sponsor Program more favorably than enlisted personnel (1990-1992).**



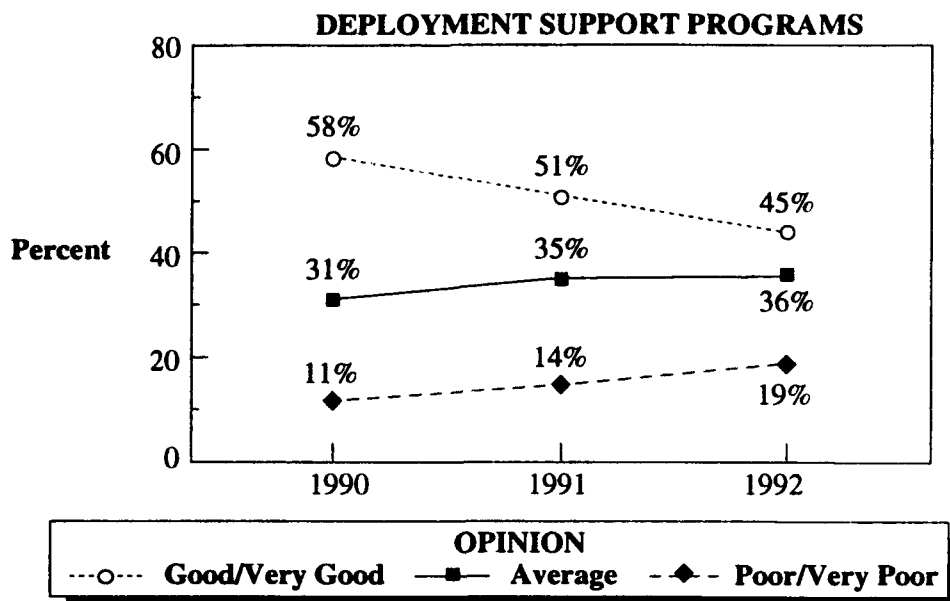
**Figure 5. Officers viewed Deployment Support Programs more favorably than enlisted personnel (1990-1992).**

**Did enlisted personnel or officers view some programs as improving or becoming worse between 1990 and 1992?**

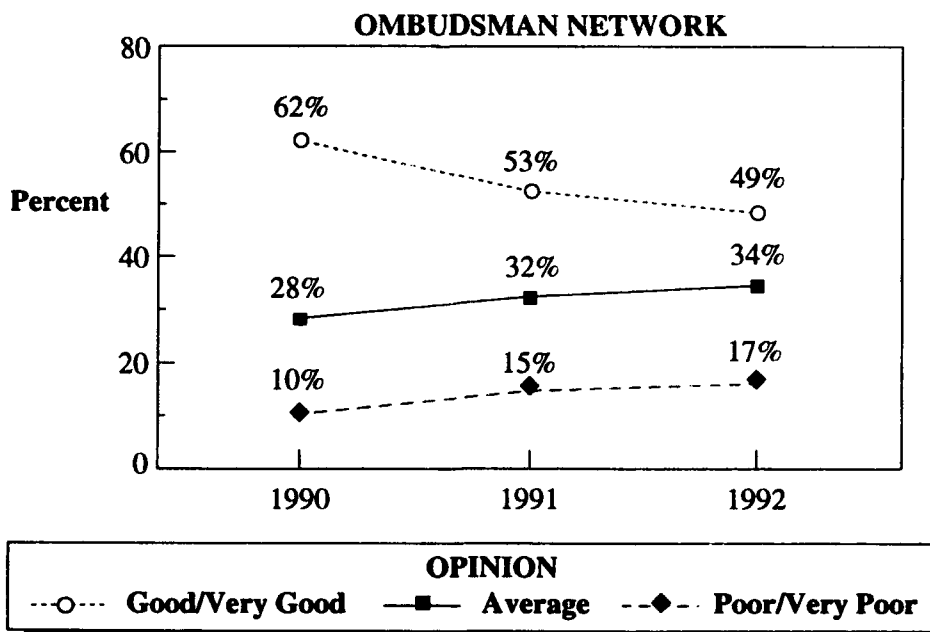
The opinions of enlisted and officer personnel did not become more favorable, with the passage of time, toward any of the programs. Conversely, the opinions of enlisted personnel did not become less favorable, with the passage of time, toward any of the programs, although this result was found for officers regarding Deployment Support Programs, the Ombudsman Network, and Personal Financial Management Education and Counseling. Figures 6 through 8 present the trends results for these programs.

The progressively lower opinions of officers towards Deployment Support Programs were especially true for O-1s through O-3s and for officers whose spouses were not working. The progressively lower opinions of officers towards the Ombudsman Network were especially true for O-1s through O-3s, parents with children age 5 and younger, and parents with children over 12 years of age and under 21. The progressively lower opinions of officers towards Personal Financial Management Education and Counseling were especially true for officers at sea, males, Caucasians, and single individuals who had never been married and had no children living in the household. This last group of officers is the youngest and makes less money than other officers, and thus is in need of effective financial counseling.

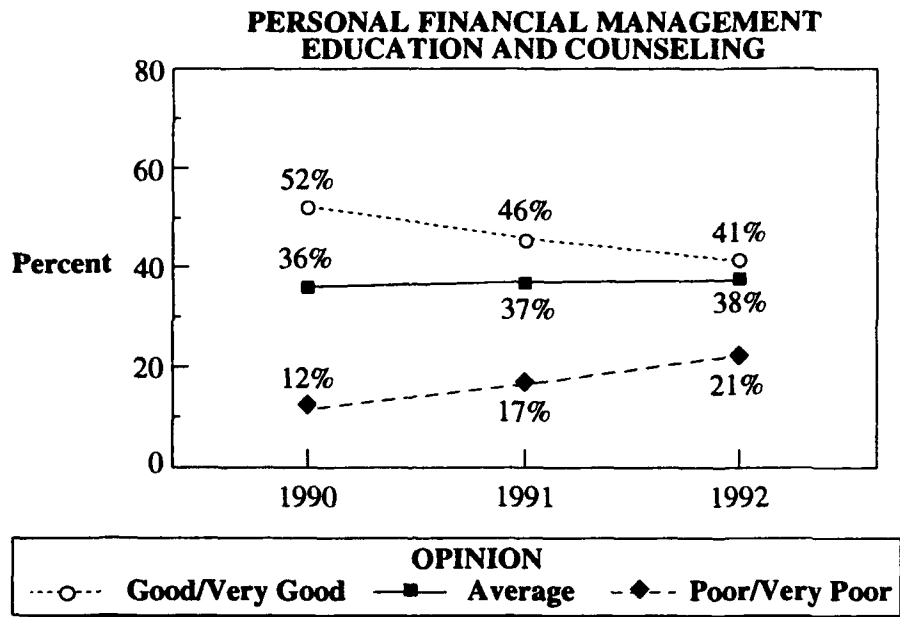
Recall that officers viewed Deployment Support Programs and the Ombudsman Network as some of the Navy's best family support programs between 1990 and 1992. Nevertheless, fewer officers reported favorable opinions towards these programs as time progressed.



**Figure 6.** As time progressed, fewer officers expressed favorable opinions towards Deployment Support Programs.



**Figure 7.** As time progressed, fewer officers expressed favorable opinions towards the Ombudsman Network.



**Figure 8. As time progressed, fewer officers expressed favorable opinions of Personal Financial Management Education and Counseling.**

It should be noted in interpreting trend results that instructions to survey participants were different in 1990 than in the two succeeding years. In 1990, participants were asked to evaluate a family support program if they had personally used it, or if they were a supervisor and had secondhand knowledge of it through the experiences of their subordinates. In 1991 and 1992, participants were simply asked to evaluate programs at their current duty station. Results may thus reflect, at least in part, these differences in survey instructions.

**While no trends were found for enlisted personnel as a whole, were trends found for specific groups of enlisted personnel?**

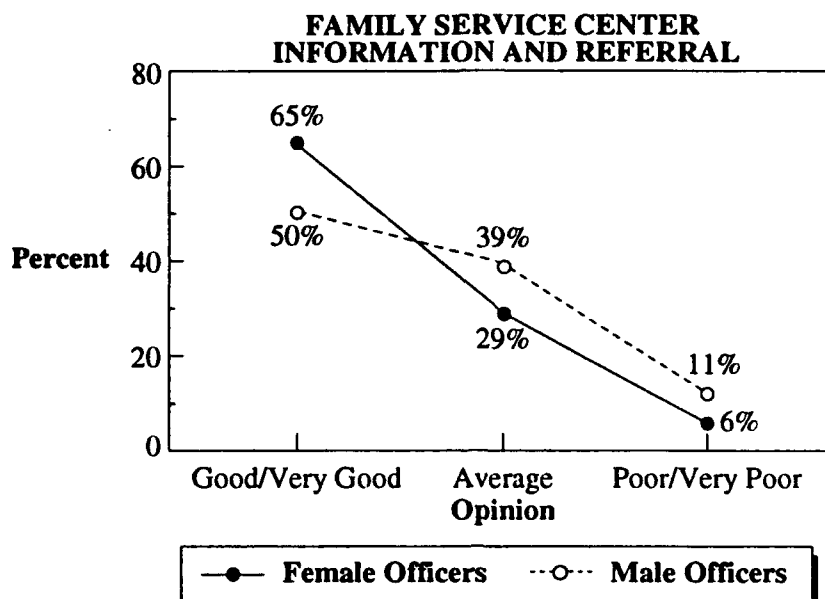
From 1990 to 1992, progressively fewer E-7s through E-9s expressed favorable opinions of the Ombudsman Network. That is, the percentage of individuals rating this program as good or very good declined from 51% in 1990, to 45% in 1991, and 41% in 1992.

**Did one demographic group view a program more favorably than another for the period between 1990 and 1992?**

For enlisted personnel, Whites viewed Housing Management Services less favorably than Blacks and other races as shown by the following statistics:

	Good/Very Good	Average	Poor/Very Poor
Whites	27%	39%	34%
Blacks	38%	40%	22%
Other races	40%	36%	24%

For officers, females evaluated FSC Information and Referral higher than males as depicted in Figure 9.



**Figure 9. Female officers rated Family Service Center Information and Referral higher than male officers (1990-1992).**

### Family Support Programs in General

Personnel shared the same opinions, whether they were enlisted or officer, on the impact of family support programs on their Navy experiences between 1990 and 1992. Forty-one percent of personnel agreed that family support programs had improved QOL for them and their families; 22%, that such programs had improved their job performance; and, 15%, that such programs positively impacted their career-continuance decisions. Female officers felt more strongly, as time progressed, that family support programs improved QOL for them and their families.

**What impact did family support programs, as a whole, have on personnel between 1990 and 1992—on the QOL for them and their families, on their performance, and on their decisions about whether to remain in the Navy?**

Since enlisted and officer personnel offered the same opinions on these issues, results will be discussed for personnel in general. A large minority of personnel (approximately 35% to 40%) were noncommittal in their answers—they hedged on whether family support programs had positively affected them in the three areas addressed by the surveys. In no instance did a majority of personnel agree that family support programs had positively affected them. The percentage of agree responses varied depending on the issue—41% agreed that family support programs improved the QOL for them and their families; 22%, that such programs had improved their job performance; and, 15%, that

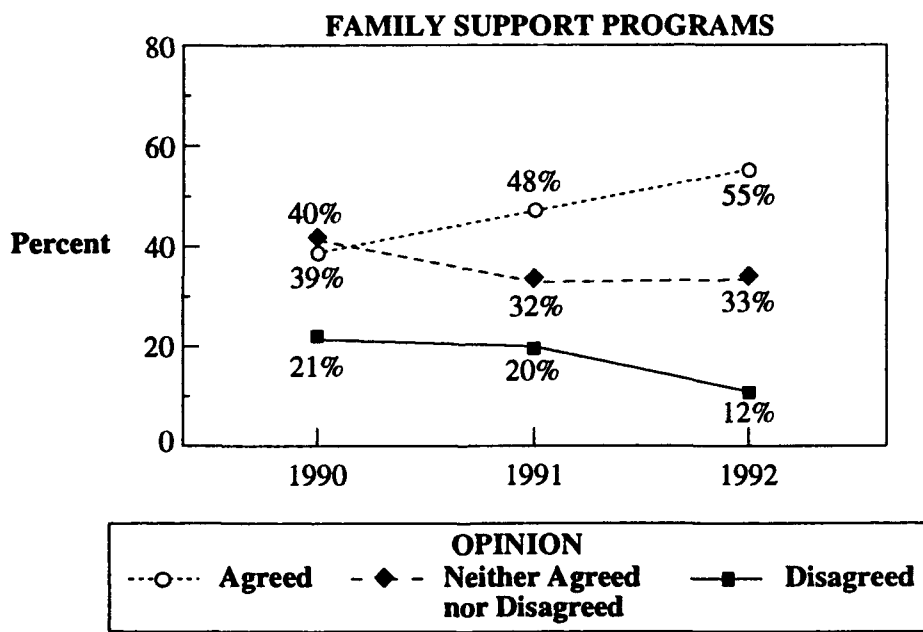
such programs positively impacted their decisions about whether to remain in the Navy ("career-continuance" decisions). Conversely, 22% disagreed that family support programs had improved QOL for them and their families; 35% disagreed that such programs had improved their job performance; and, 45% disagreed that such programs had favorably affected their continuance decisions. Remaining personnel expressed mixed feelings.

Personnel were also asked between 1990 and 1992 whether their families were more likely to want them to remain in the Navy because of family support programs. Enlisted and officer personnel gave the same responses. That is, around 43% of each group were noncommittal in their responses—they neither agreed nor disagreed on the issue of family support, while 42% disagreed, and only 15% agreed.

Studies have shown that military wives have considerable influence on the career-continuance decisions of their husbands. If wives perceived a significant improvement in family support programs, the Navy might be in a better position to selectively retain personnel.

#### **Did the opinions of personnel regarding family support programs exhibit any trends between 1990 and 1992?**

No trends were found for enlisted and officer personnel overall. However, it was found that female officers felt more strongly, as time progressed, that family support programs improved QOL for them and their families (see Figure 10).



**Figure 10. As time progressed, more female officers agreed that family support programs enhanced quality of life.**

**When evaluating family support programs for the period between 1990 and 1992, did the opinions of personnel vary by demographics?**

Opinions were examined in the study by paygrade, gender, race, marital status, whether or not personnel had children living in the household, whether or not both individuals in a marriage worked, and whether personnel were stationed onshore or at sea.

It was found that officer evaluations of family support programs did not vary by demographics. For enlisted personnel, demographic differences in opinion were found regarding the impact of family support programs on career-continuance decisions. That is, "non-Black" minorities, such as Asians and American Indians, saw more impact than White personnel on their continuance decisions, although neither group reported a large impact. Specifically, 30% of enlisted non-Blacks, but only 18% of enlisted Whites, reported that family support programs had favorably influenced their career-continuance decisions. Conversely, 32% of non-Blacks and 43% of Whites *disagreed* that their continuance decisions had been favorably influenced by family support programs.

## **Child-Care Services**

Around 25% of both enlisted and officer personnel used Navy-sponsored child-care services between 1990 and 1992. Sixty-one percent of enlisted personnel and 71% of officers were satisfied with their child-care arrangements (military and civilian) between 1990 and 1992. Slightly over half of both enlisted and officer personnel reported that their child-care needs never or rarely interfered with their performance. Paradoxically, officers became more satisfied with their child-care arrangements as time progressed from 1990 to 1992, but gradually reported more interference with job performance from their need to provide child-care. A possible explanation is offered.

**What should managers keep in mind when reviewing survey results on child-care services?**

Managers should keep two background facts in mind. *First*, it was not possible, due to the varying needs of the Navy, to keep survey instructions the same from year to year. In the 1992 survey, personnel were asked to rate child-care services during the regular work day or shift, and in the 1991 survey, while they were on duty. In the 1990 survey, no time period was specified. *Second*, keep in mind that analyses focused on individuals who make the most use of child-care services—those whose spouses are not the primary caretakers and those who have some young children (age 5 or younger).

**To what extent did personnel use Navy-sponsored child-care services in the period from 1990 to 1992, and what impact did such services have on the desire of personnel to remain in the Navy?**

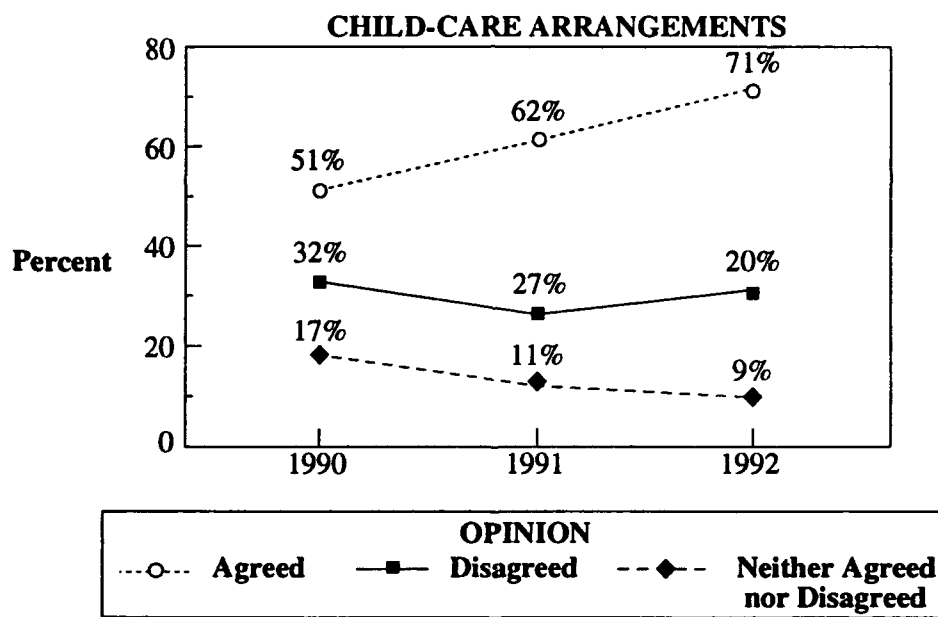
Both of these questions were answered the same way by enlisted and officer personnel; thus, results are presented for personnel in general. Around 25% of personnel used Navy-sponsored child-care services (military child development centers or base-operated family home care programs). This percentage varied little from one survey to the next for officers. However, for enlisted personnel, 18% used Navy child-care services in 1990, while 34% used such services in 1991 and 1992.

Only 12% of personnel agreed that Navy child-care services had positively impacted their career-continuance decisions. Fifty-five percent disagreed, and 33% were on the fence (neither agreed nor disagreed). These percentages varied little from year to year. Results do not mean that Navy child-care services negatively impacted continuance decisions. In all likelihood, they mean that such services were unimportant to personnel compared to other factors such as pay.

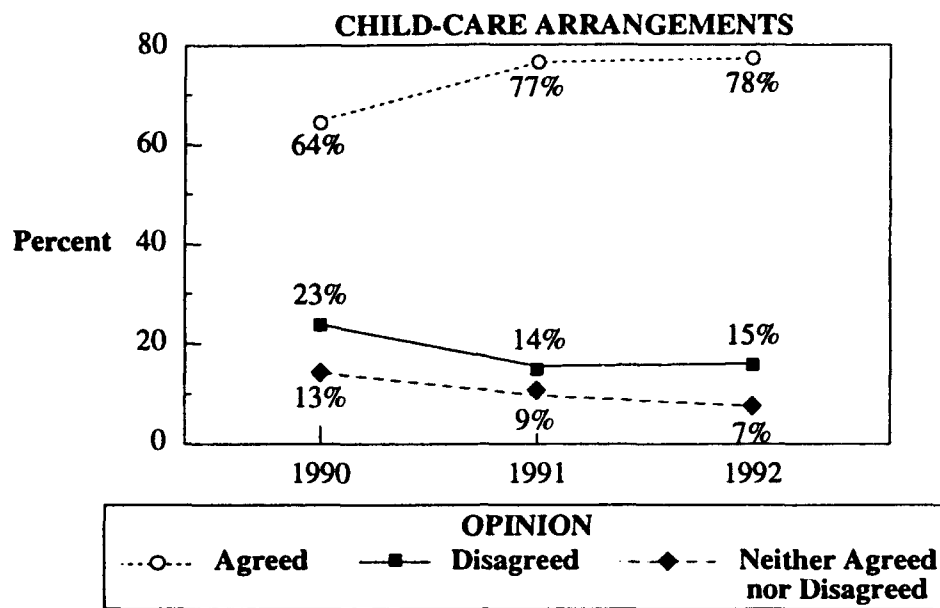
**To what extent were personnel satisfied with their child-care arrangements between 1990 and 1992?**

The surveys addressed not only Navy-sponsored child-care, but other types as well, including civilian operated family home care, private licensed facilities, at-home employees, relatives, older siblings, and friends. Seventy-one percent of officers were satisfied with their child-care arrangements in the period between 1990 and 1992. Nineteen percent were dissatisfied, and 10% expressed mixed feelings. Sixty-one percent of enlisted personnel were satisfied, 26% were dissatisfied, and 13% expressed mixed feelings.

Both enlisted personnel and officers viewed their child-care arrangements more favorably as time progressed. Figures 11 and 12 depict survey results.



**Figure 11. As time progressed, more ENLISTED personnel agreed that their child-care arrangements were satisfactory.**



**Figure 12.** As time progressed, more OFFICERS agreed that their child-care arrangements were satisfactory.

**To what extent (if any) did the child-care needs of personnel interfere with their job performance?**

Since most personnel were satisfied with their child-care arrangements between 1990 and 1992, one would not expect their child-care needs to seriously affect their job performance. This expectation was confirmed by survey results. That is, only 9% of both enlisted and officer personnel reported that their performance was affected often or very often; 37%, sometimes; and 54%, never or rarely.

Seemingly contradictory results were found for officers when yearly results were compared. On one hand, officers saw child-care needs interfering more with their jobs in 1991 and 1992 than in 1990. For example, 25% of officers in 1990 believed that child-care needs interfered with their performance sometimes or often, while 54% registered this opinion in 1991 and 46% in 1992. On the other hand, the annual surveys showed that officers were becoming more satisfied with their child-care arrangements. Perhaps their jobs were becoming progressively more stressful because of the drawdown, which can increase workload and concerns about job security. As a result, the need to arrange child-care may have simply added to their stress level and affected their job performance.

**Were the responses of personnel to the child-care issues affected by demographics in the period between 1990 and 1992?**

Survey responses were affected by demographics in five instances, leading to the following conclusions. First, both enlisted and officer personnel used Navy-sponsored child-care services more if they were married to military spouses than to civilian spouses. Around 45% of both enlisted and officer personnel used such services if married to military spouses, 22% if married to civilian spouses.

Second, a greater percentage of enlisted Blacks than enlisted personnel of other races used Navy child-care services (Blacks—38%, Whites—24%, and other races—21%). Third, more enlisted females (41%) than males (23%) said that they used Navy services. The reason for this result may lie in the fact that 30% of the females, but only 6% of the males, were single parents. Given this breakdown and the financial concerns of single parents, it is not surprising that females reported that they used Navy services more than males.

Fourth, greater percentages of females than males believed that child-care needs adversely affected their job performance, a result that was found for both officer and enlisted personnel. For example, 56% of female officers, compared to 34% of male officers, believed that their child-care needs affected their performance sometimes or often. The corresponding percentages for enlisted women and men were 58% and 46%.

Fifth, enlisted personnel who were married to military spouses felt that their job performance was more adversely affected by their child-care needs than did enlisted personnel married to civilian spouses. For example, 57% of personnel married to military spouses, compared to 45% of those married to civilian spouses, felt that their child-care needs interfered sometimes or often with their performance. This result may reflect the fact that military schedules are less flexible than civilian schedules—for example, civilian spouses may be able to do some of their work at home, which allows them to meet more of their children's needs. Also, military personnel may work more hours than civilians and are on call 24 hours a day, which includes standing watch.

## **Leadership Training**

When asked, between 1990 and 1992, to evaluate their last leadership course, enlisted personnel favorably evaluated the quality of LMET and NAVLEAD. Officers favorably evaluated the quality of the Command Excellence Seminar and the Advanced Division Officer's Course. Other courses were rated less favorably by officers and included (in descending order) LMET, the Basic Division Officer's Course, and Department Head School. Although enlisted evaluations varied little from year to year, officers perceived both the Basic and the Advanced Division Officer Courses as improving between 1990 and 1992.

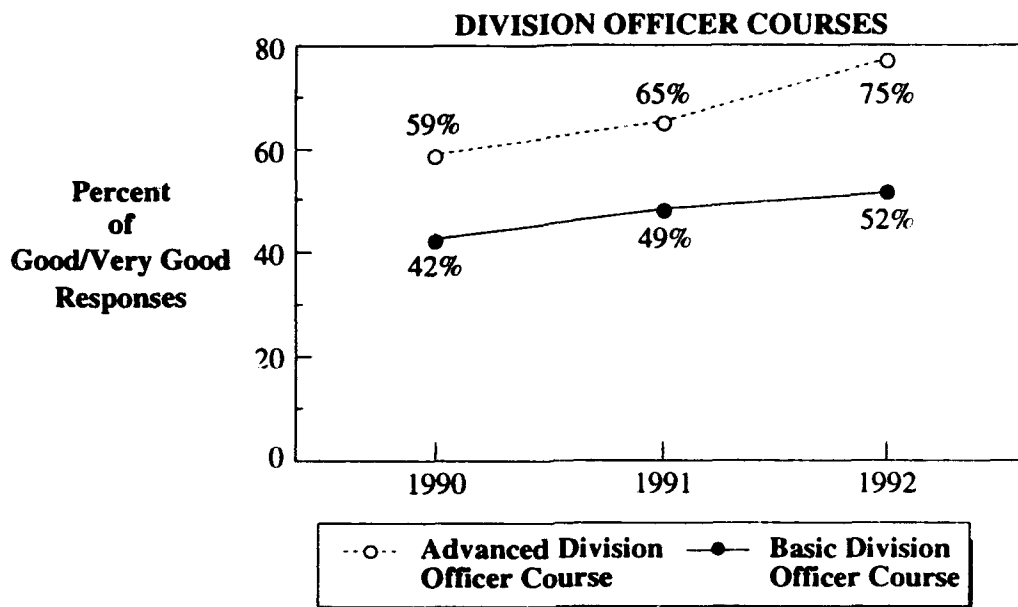
### **What were the opinions of personnel regarding the quality of their last leadership class?**

In each of the three annual surveys, enlisted personnel were asked to evaluate their last leadership course. When all the evaluations from 1990 through 1992 were combined, it was found that 72% of enlisted personnel rated LMET as good or very good, and 80% rated NAVLEAD at those levels. Evaluations of the two courses varied little from year to year.

For officers, the percentage of individuals rating their last leadership course as good or very good was as follows:

- Command Excellence Seminar (72%).
- Advanced Division Officer Course (67%).
- LMET (53%).
- Basic Division Officer Course (48%).
- Department Head School (34%).

Percentages varied little from one year to the next, with one exception. Officers believed that both the Basic and Advanced Division Officer's Courses showed improvement from 1990 to 1992 (see Figure 13).



**Figure 13.** The percentage of officers rating division officer courses as good or very good increased as time progressed.

**How applicable did personnel believe their leadership courses were to their field experiences?**

Personnel were asked whether none, some, most, or all of their last leadership course applied to their field experiences. The majority of enlisted and officer personnel, in the period between 1990 and 1992, responded with "some" or "most." Slightly more than half of enlisted personnel believed that some of each LMET and NAVLEAD Course applied to the field, while approximately 30% believed that most of each course was applicable. Percentages varied little from year to year.

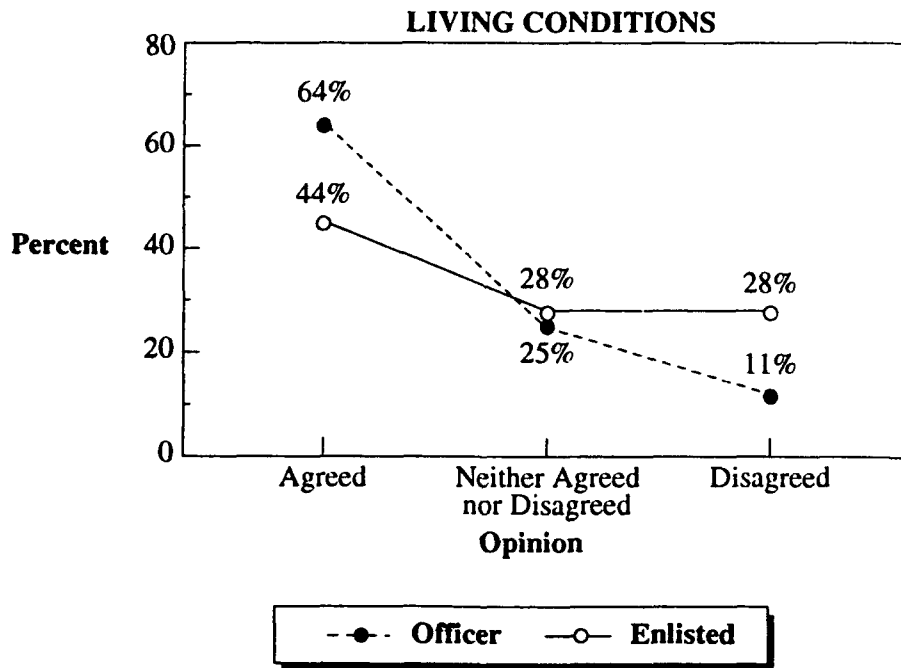
Officers rated the Command Excellence Seminar highest of all their leadership courses. Fifty percent believed that some of this course was applicable to the field, while 36% believed that most of the course was applicable. All other officer leadership courses were rated similarly to each other. That is, around 60% believed that some of each course was applicable to the field, while 20% to 25% believed that most of each course was applicable. Percentages varied little from one year to another.

## Living Conditions

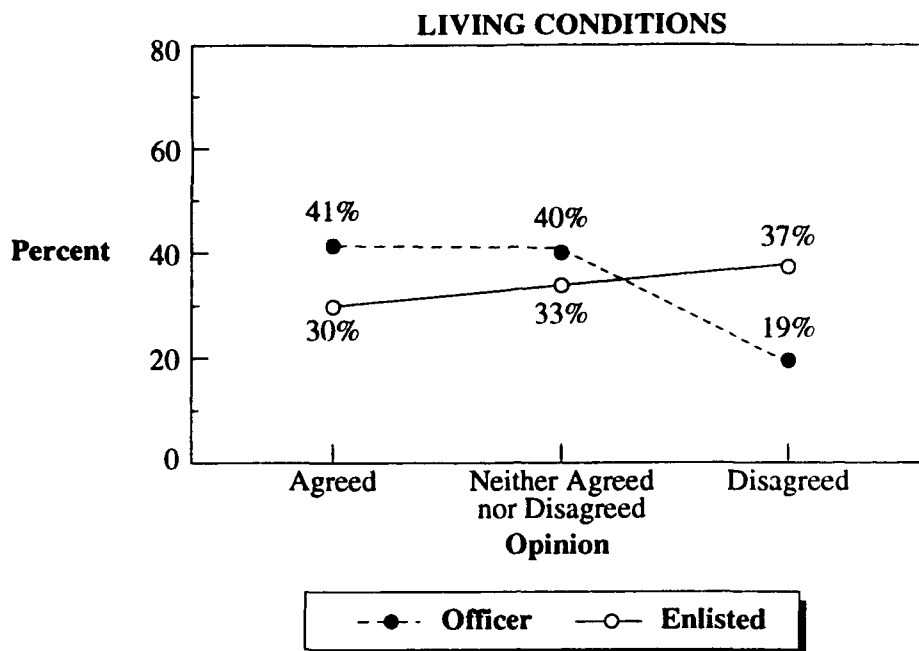
During the period between 1990 and 1992, enlisted personnel, as a group, did not believe that living conditions had a strong positive impact on their job performance or career-continuance decisions. Officers expressed the same opinion as enlisted personnel with respect to their career-continuance decisions, but *did* believe that living conditions had a strong positive impact on their job performance. No trends in opinions were found from 1990 to 1992 for either enlisted or officer personnel, although demographic differences in opinions were found for both personnel groups.

**What percentage of personnel agreed with the statement that living conditions positively impacted job performance and career-continuance decisions?**

Between 1990 and 1992, 44% of enlisted personnel agreed that their living conditions positively impacted their performance, and 30%, their continuance decisions. Corresponding figures for officers were 64% (job performance) and 41% (continuance decisions). In short, officers believed that living conditions had more of an impact on job performance and continuance decisions than enlisted personnel did. Figures 14 and 15 illustrate these findings.



**Figure 14. Officers were more favorable than enlisted personnel when asked if they agreed or disagreed that living conditions positively impacted their JOB PERFORMANCE (1990-1992).**



**Figure 15. Officers were more favorable than enlisted personnel when asked if they agreed or disagreed that living conditions positively impacted their CAREER-CONTINUANCE DECISIONS (1990-1992).**

**Did the survey responses of personnel on living conditions exhibit any trends between 1990 and 1992?**

No opinion trends were found for enlisted personnel or officers, or for the various demographic groups examined. Demographic groups were separately examined for enlisted and officer personnel and included paygrade groups; males and females; Whites, Blacks, and other races; personnel grouped according to marital status; family status groups (see Figure 3); and personnel with one child and those with more than one.

**Were the survey responses of personnel on living conditions related to demographics in the period between 1990 and 1992?**

Yes, several demographic differences in opinions were found. For example, 50% of E-5s through E-9s, but only 35% of E-2s through E-4s, reported that living conditions favorably impacted their job performance. These paygrade groups also differed with respect to the career-continuance decision, although keep in mind that less than half of personnel believed that living conditions positively impacted their continuance decisions. Survey results showed that 35% of E-5s through E-9s and 22% of E-2s through E-4s believed that living conditions positively impacted their continuance decisions.

Differences in opinion were found by marital status for enlisted personnel. Thirty-three percent of individuals who had never been married believed that living conditions had improved their job performance. In contrast, 51% of enlisted personnel who were now married or had been married

perceived a positive impact. In addition, 21% of never-married personnel, and 35% of all other enlisted personnel, perceived a positive impact on their career-continuance decisions.

Differences in opinion were found by type of residence, with the same basic results being found for enlisted and officer personnel. Namely, personnel residing in civilian residences or Navy family housing believed that living conditions had a more beneficial effect on job performance and continuance decisions than did personnel living in bachelor quarters. Enlisted personnel living on ship while in port expressed the same opinions about living conditions as personnel residing in bachelor quarters. Few officers indicated that they lived aboard ship while in port. Table 1 presents results.

**Table 1**

**Perceived Impact of Type of Residence on Job Performance  
and Career-Continuance Decisions  
(Survey data from 1990-1992)**

Enlisted Personnel		
Issue	Type of Residence	Percent Perceiving Positive Impact
Job Performance	Civilian	56%
	Navy family housing	52%
	Bachelor quarters	25%
	Ship	19%
Continuance Decisions	Civilian	36%
	Navy family housing	38%
	Bachelor quarters	17%
	Ship	16%
Officer Personnel		
Issue	Type of Residence	Percent Perceiving Positive Impact
Job Performance	Civilian	66%
	Navy family housing	62%
	Bachelor quarters	33%
Continuance Decisions	Civilian	42%
	Navy family Housing	42%
	Bachelor quarters	19%

## Overall Quality of Life

A large majority of officers were satisfied with the quality of their lives in the Navy between 1990 and 1992. More enlisted personnel were satisfied than dissatisfied in this same period of time, with the number of satisfied individuals being slightly less than a majority. E-7s through E-9s were more satisfied than E-2s through E-6s in the period from 1990 to 1992. No trends in opinions were found for enlisted and officer personnel overall or for any of the demographic groups.

### **What should managers know about the surveys to interpret results effectively?**

Each annual survey asked personnel to indicate the extent to which they agreed with the following statement: "Overall, I am satisfied with my quality of life." Keep in mind the following cautions when reviewing the results from this survey item. It was "surrounded" by different items in the three surveys—and these items could have affected the thinking of personnel when they answered the QOL item. Also, remember that QOL is based on many factors—to know which factors are especially important requires more than one survey item. Despite these cautions, however, study results are still very useful to managers because of the clarity of the survey item and the fact that thousands of personnel responded to it.

### **What opinions did enlisted and officer personnel offer regarding QOL in the Navy between 1990 and 1992?**

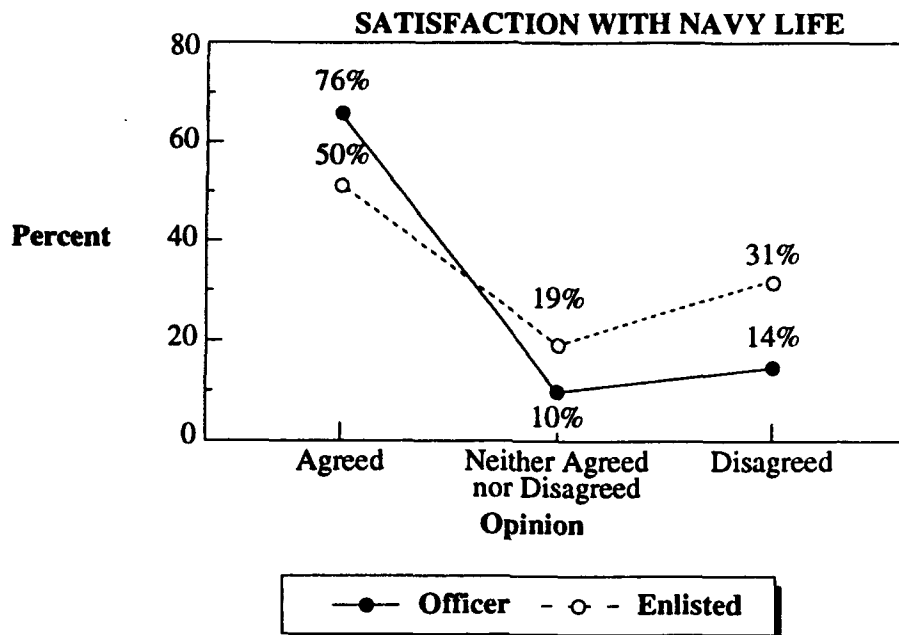
Fifty percent of enlisted personnel agreed with the statement that they were satisfied with Navy life, 31% disagreed, and 19% were noncommittal (neither agreed nor disagreed). In contrast, 76% of officers agreed with the statement, 14% disagreed, and 10% were noncommittal. Figure 16 depicts the differences in opinion between enlisted and officer personnel.

### **Were any trends in opinion detected between 1990 and 1992 when personnel were asked about QOL in the Navy?**

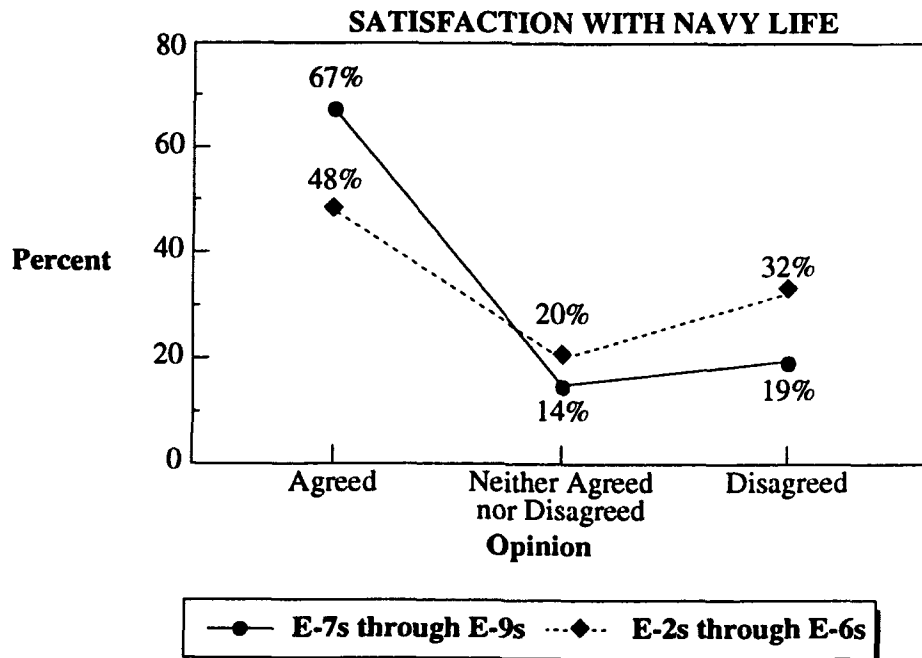
No trends were found when enlisted and officer personnel were examined overall or when they were broken down demographically by gender, race, marital status, and family status.

### **Were there any demographic differences in opinion for the period between 1990 and 1992?**

Yes. For example, it was found that E-7s through E-9s reported a better QOL in the Navy than E-2s through E-6s. Sixty-seven percent of E-7s through E-9s agreed with the statement that they were satisfied with their QOL, 19% disagreed, and 14% were on the fence (neither agreed nor disagreed). In contrast, only 48% of E-2s through E-6s agreed with the statement, 32% disagreed, and 20% were on the fence. Figure 17 portrays the differences in opinion between these two paygrade groups.

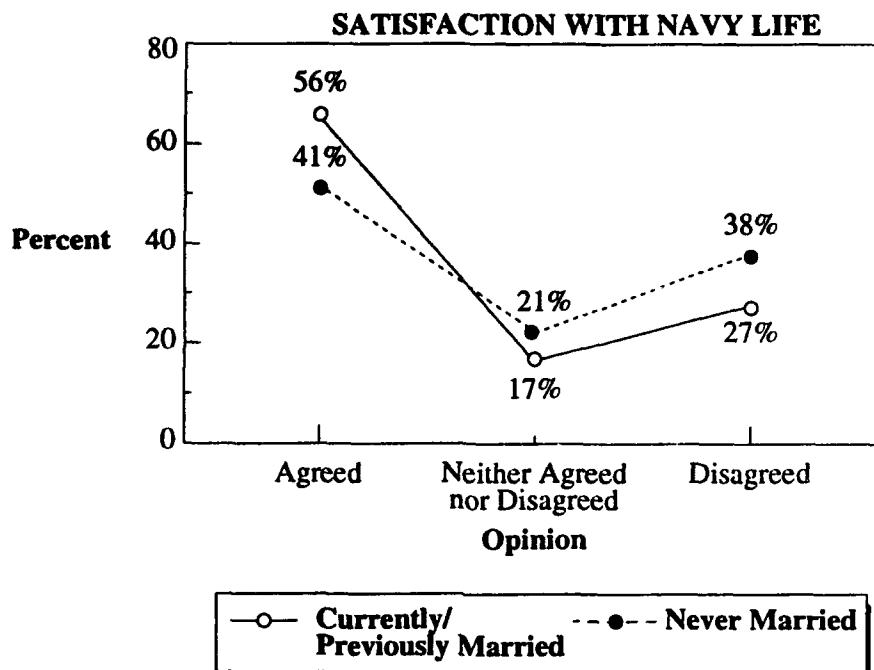


**Figure 16.** Officers agreed more often than enlisted personnel that they were satisfied with Navy life between 1990 and 1992.



**Figure 17.** E-7s through E-9s agreed more often than E-2s through E-6s that they were satisfied with Navy life between 1990 and 1992.

It was found that enlisted personnel who were married or had been married were more satisfied than personnel who had never been married. Fifty-six percent of currently/previously married personnel agreed with the statement that they were satisfied with the quality of Navy life. Twenty-seven percent disagreed, and 17% were noncommittal. In contrast, only 41% of the never-married group agreed with the statement, 38% disagreed, and 21% were noncommittal. Figure 18 graphically shows the differences in opinion between these two demographic groups.



**Figure 18.** Currently or previously married enlisted personnel agreed more often than never-married personnel that they were satisfied with Navy life between 1990 and 1992.

## Conclusions

1. According to survey responses, QOL in the Navy depends at times on:
  - a. The personnel involved (e.g., officers were more favorable overall than enlisted personnel).
  - b. The program being evaluated (e.g., FSC Counseling was seen more favorably than Housing Management Services).
  - c. The year (e.g., officers viewed the Ombudsman Network more favorably in 1990 than in 1992).
  - d. The issue (e.g., officers did not feel that living conditions had an appreciable impact on their career-continuance decisions, but did feel that such conditions appreciably affected their job performance).

2. Survey results clearly identified programs that need buttressing and those that consistently meet the needs of personnel.

3. This is evidence to suggest that family support programs, Navy-sponsored child-care, and living conditions have little impact on *enlisted* career motivation. In some cases, the programs need upgrading, or perhaps none are important compared to other factors such as pay. Further research is needed.

4. A high degree of confidence in the results is warranted, based on three factors: (a) survey design experts and program managers collaborated in the construction of the questionnaires, (b) 20,000 enlisted personnel and over 14,000 officers completed the questionnaires, and (c) data were collected at three points in time.

## **Recommendations**

1. In-depth surveys or interviews should be conducted to determine why personnel perceived certain programs but not others as effectively meeting their needs. In this way, program managers will receive direct feedback on their efforts. They will then be able to continue the policies and practices viewed as successful and improve or replace those viewed as unsuccessful.

2. If managers could predict, with some degree of confidence, how personnel will evaluate QOL in the future, they could anticipate problems before they developed. Managers also want to know if their programs are going to improve QOL to a desirable, targeted level. Accurate predictions would be exceedingly useful in this regard. Therefore, as a first step, survey data from 1990 through 1992 should be used to generate predictions on how personnel would be expected to respond in 1993. The accuracy of these predictions should then be determined by comparing them to actual 1993 responses.

**Appendix**  
**Navy-wide Personnel Survey 1992**

# Navy-wide Personnel Survey 1992

Navy Personnel Research and Development Center  
San Diego, CA 92152-6800

**"We need to know. . . ."**

*Are you satisfied with your detailer, your job?*

*Is your current assignment what you wanted?*

*How about your leaders?*

*What about your training?*

*Do you shop the Exchange?*

*. . . and more!*



***VADM Zlatoper***

Chief of Naval Personnel, Washington, D. C. 20370-5000

RCS 1000-13

## PRIVACY ACT STATEMENT

Public Law 93-579, called the Privacy Act of 1974, requires that you be informed of the purposes and uses to be made of the information collected. Navy Personnel Research and Development Center may collect the information requested in the Navy-wide Personnel Survey, 1992, under the authority of 5 United States Code 301.

The information collected in the questionnaire will be used to evaluate existing and proposed Navy personnel policies, procedures, and programs.

Providing information in this form is completely voluntary. The information you choose to provide will NOT become part of your permanent record and will NOT be used to make decisions about you which will affect your career in any way. It will be used by the Navy Personnel Research and Development Center for statistical purposes only. Failure to respond to any of the questions will NOT result in any penalties except possible lack of representation of your views in the final results and outcomes.

Report Control Symbol for this survey is 1000-13.

# Important Instructions

You have been randomly selected by computer to take part in this survey. Your participation is voluntary. Please take the time to give careful, frank answers. It should take about thirty minutes to complete the survey.



**CORRECT MARK:**



**INCORRECT MARKS:**



Do not use ink, ballpoint or felt tip pens.

Make black marks that fill the circle.

Erase cleanly any changes you wish to make.

Do not make any stray marks on this form.

1. Print the required information in each row of boxes provided. Blacken the corresponding circle under the number or letter you printed.

## EXAMPLE

If you are a Chief Petty Officer, Petty Officer or an officially DESIGNATED STRIKER (qualified to wear the striker rating badge) what is your general rating?

- ☐ Does not apply/I am an officer
- ☐ Not rated/not designated striker

	F	C
A	A	A
B	B	B
C	C	C
D	D	D
E	E	E
F	F	F
G	G	G
H	H	H
I	I	I
J	J	J
K	K	K
L	L	L
M	M	M
N	N	N
O	O	O
P	P	P
Q	Q	Q
R	R	R
S	S	S
T	T	T
U	U	U
V	V	V
W	W	W
X	X	X
Y	Y	Y
Z	Z	Z

2. Blacken the corresponding circle next to the answer you selected.

## EXAMPLE

What is your favorite color?

- ☐ Red
- ☒ Blue
- ☐ Green
- ☐ Purple

You will also be given the opportunity to make written comments after each major section of the survey, as well as general comments at the end of the survey.

If you have questions, you may contact:



Mary Quenette  
(619) 553-9233  
DSN 553-9233

Please complete the survey within the next FIVE days. When you have completed it, return it in the enclosed envelope to:

Navy Personnel Research and Development Center  
San Diego, CA 92152-6800

**Thank you for your time and effort!**

mpge

# BACKGROUND

## Personal

1. What is your gender?

- ☐ Male  
☐ Female

2. What is your racial background?

- ☐ White  
☐ Black/African American  
☐ Asian  
☐ American Indian  
☐ Other

3. What is your ethnic background?

- ☐ Mexican, Chicano, Mexican-American  
☐ Puerto Rican  
☐ Cuban  
☐ Other Spanish/Hispanic  
☐ Japanese  
☐ Chinese  
☐ Korean  
☐ Vietnamese  
☐ Asian Indian  
☐ Filipino  
☐ Pacific Islander (Guamanian, Samoan, etc.)  
☐ Eskimo/Aleut  
☐ Other not listed above \_\_\_\_\_  
☐ None of the above

4. What is your highest level of education?

- ☐ Less than high school  
☐ Alternate degree/GED/home study/adult school  
☐ High school degree graduate  
☐ Some college, no degree  
☐ Associate degree or other 2 year degree  
☐ Four year college degree or more

5. What is your current marital status?

- ☐ Never been married  
☐ Married  
☐ Separated/divorced  
☐ Widowed

6. What is your religious preference?

- ☐ Catholic  
☐ Protestant (Baptist, Methodist, Lutheran, etc.)  
☐ Jewish  
☐ Orthodox churches (Greek, Russian, etc.)  
☐ Muslim  
☐ Buddhist  
☐ Mormon  
☐ Other religion not listed \_\_\_\_\_  
☐ No religious preference

7. If you have a **MILITARY** spouse, do either you or your spouse have any dependents (Dependents are defined as persons enrolled in DEERS.)? (SELECT AS MANY AS APPLY.)

- ☐ Does not apply/no spouse/spouse is nonmilitary  
☐ No, neither of us has any dependents enrolled in DEERS  
☐ Dependent child(ren) living with one or both of us  
☐ Dependent child(ren) not living with either or both of us  
☐ Legal ward(s) living with one or both of us  
☐ Dependent parent(s) or other relative(s)

If you have a **MILITARY** spouse, fill in circle ☐ and skip to Question 9.

8. Do you have any dependents (Dependents are defined as persons enrolled in DEERS.)? (SELECT AS MANY AS APPLY.)

- ☐ No, I have no dependents enrolled in DEERS  
☐ Spouse (nonmilitary)  
☐ Dependent child(ren) living with me  
☐ Dependent child(ren) not living with me  
☐ Legal ward(s) living with me  
☐ Dependent parent(s) or other relative(s)

9. How many of your children enrolled in DEERS under the age of 21 live in your household?

- ☐ I have NO children/NO children under 21 years of age currently living in my household

AGE GROUP OF CHILDREN	NUMBER OF CHILDREN IN AGE GROUP				
a. Under 6 weeks.....	1	2	3	4	5
b. 6 wks through 12 mos.....	1	2	3	4	5
c. 13 through 24 mos.....	1	2	3	4	5
d. 25 through 35 mos.....	1	2	3	4	5
e. 3 yrs through 5 yrs.....	1	2	3	4	5
f. 6 through 9 yrs.....	1	2	3	4	5
g. 10 through 12 yrs.....	1	2	3	4	5
h. 13 through 15 yrs.....	1	2	3	4	5
i. 16 to under 21 yrs.....	1	2	3	4	5

If you have NO SPOUSE, fill in circle ☐ and skip to Question 13.

10. Is your spouse employed full time or part time?

- ☐ Does not apply/spouse is not employed
- ☐ Full time
- ☐ Part time

11. What is your spouse's employment situation?

- ☐ Military
- ☐ Federal civil service
- ☐ Civilian job
- ☐ Self-employed at home
- ☐ Not employed, by choice
- ☐ Not employed, but actively job hunting
- ☐ Not employed for other reasons (for example, medical reasons)

12. My spouse's contribution to our family income, relative to my contribution (excluding children's income) is:

- ☐ None, my spouse is not employed
- ☐ Half or less than half of my contribution
- ☐ About three-fourths of my contribution
- ☐ About equal to my contribution
- ☐ Greater than my contribution

13. Are you accompanied by your dependents on your present assignment?

- ☐ Does not apply/no dependents
- ☐ Accompanied
- ☐ Temporarily unaccompanied (Dependents will join me later.)
- ☐ Permanently unaccompanied because it was required for the billet
- ☐ Permanently unaccompanied because dependents were not command sponsored (overseas tour)
- ☐ Permanently unaccompanied by choice

If you selected any of these responses to Question 13, fill in circle ☐ and skip to Question 15.

Answer Question 14 only if you are PERMANENTLY UNACCOMPANIED BY CHOICE (selected the last answer to Question 13). Otherwise skip to Question 15.

14. Which of the following reasons best describes why you are permanently unaccompanied by your dependents? (YOU MAY SELECT UP TO THREE RESPONSES.)

- ☐ Spouse employment
- ☐ Home ownership at last duty station
- ☐ Availability of military family housing
- ☐ Availability/cost of civilian housing
- ☐ Children's schools
- ☐ Ties to the community
- ☐ Costs associated with moving
- ☐ Work schedule of member
- ☐ Availability of health care and education services for special needs
- ☐ Availability of activities/facilities for family members/child care
- ☐ Inadequate time to make moving arrangements
- ☐ Length of new duty assignment
- ☐ Other \_\_\_\_\_

15. Which of the following describes the place where you now live?

- ☐ Military family housing
- ☐ Government-leased housing in the civilian community
- ☐ Personally-owned housing in the civilian community
- ☐ Personally-rented housing in the civilian community
- ☐ Personally-rented space to park mobile home owned by service member
- ☐ Shared rental housing in the civilian community
- ☐ On a ship
- ☐ Bachelor's Quarters (BQ)
- ☐ Other (PLEASE DESCRIBE) \_\_\_\_\_

## Career

16. What is your current military status?

- ☐ USN
- ☐ USNR
- ☐ USNR (TAR)
- ☐ USNR (265/TEMAC/Canvasser Recruiter/ACDUTRA)

17. How long have you been on active duty in the Navy?

Years	Months
0	0
1	1
2	2
3	3
4	4
5	5
6	6
7	7
8	8
9	9

18. Are you serving your initial enlistment? (Count extensions, if any, as initial enlistment.)

- ☐ Does not apply/I entered the Navy as an officer
- ☐ Yes
- ☐ No

19. How long is/was your initial enlistment?

- ☐ Does not apply/I entered the Navy as an officer
- ☐ 2 years
- ☐ 3 years
- ☐ 4 years
- ☐ 5 years
- ☐ 6 years or more

20. What is your pay grade?

- |                           |                            |                           |
|---------------------------|----------------------------|---------------------------|
| <input type="radio"/> E-1 | <input type="radio"/> W-2  | <input type="radio"/> O-1 |
| <input type="radio"/> E-2 | <input type="radio"/> W-3  | <input type="radio"/> O-2 |
| <input type="radio"/> E-3 | <input type="radio"/> W-4  | <input type="radio"/> O-3 |
| <input type="radio"/> E-4 | <input type="radio"/> W-5  | <input type="radio"/> O-4 |
| <input type="radio"/> E-5 |                            | <input type="radio"/> O-5 |
| <input type="radio"/> E-6 | <input type="radio"/> O-1E | <input type="radio"/> O-6 |
| <input type="radio"/> E-7 | <input type="radio"/> O-2E |                           |
| <input type="radio"/> E-8 | <input type="radio"/> O-3E |                           |
| <input type="radio"/> E-9 |                            |                           |

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21. How long have you been in your current pay grade?

Year	Months
0	0
1	1
2	2
3	3
4	4
5	5
6	6
7	7
8	8
9	9

22. If you are a Chief Petty Officer, Petty Officer, or an officially DESIGNATED STRIKER (qualified to wear the striker rating badge), what is your general rating?

- ☐ Does not apply/I am an officer
- ☐ Not rated/not designated striker

A	A	A
B	B	B
C	C	C
D	D	D
E	E	E
F	F	F
G	G	G
H	H	H
I	I	I
J	J	J
K	K	K
L	L	L
M	M	M
N	N	N
O	O	O
P	P	P
Q	Q	Q
R	R	R
S	S	S
T	T	T
U	U	U
V	V	V
W	W	W
X	X	X
Y	Y	Y
Z	Z	Z

23. What is your designator?

- ☐ Does not apply/I am enlisted

0	0	0	0
1	1	1	1
2	2	2	2
3	3	3	3
4	4	4	4
5	5	5	5
6	6	6	6
7	7	7	7
8	8	8	8
9	9	9	9

24. To what type of ship/activity are you assigned? (IF APPLICABLE, YOU MAY SELECT MORE THAN ONE RESPONSE.)

- ☐ Shore or Staff Command  
☐ Training Command  
☐ Aviation Squadron (not carrier-based)  
☐ Carrier based A/C Squadron/Detachment  
☐ Aircraft Carrier (other than carrier based A/C Squadron/Detachment)  
☐ Destroyer Types  
☐ Minecraft  
☐ Submarine  
☐ Reserve Unit  
☐ Service Force ship  
☐ Tender  
☐ Afloat staff  
☐ Amphibious ship/craft  
☐ Cruiser  
☐ Other

25. How long have you been in your current assignment?

Years	Months
0	0
1	1
2	2
3	3
4	4
5	5
6	6
7	7
8	8
9	9

26. What is your current billet?

- ☐ Sea duty  
☐ Shore duty  
☐ Other (e.g., Duty Under Instruction)

27. In which Fleet are you now serving?

- ☐ Does not apply  
☐ 2nd Fleet, Atlantic  
☐ 3rd Fleet, Pacific  
☐ 6th Fleet, Mediterranean  
☐ 7th Fleet, Far East

28. What is the geographical location of your current assignment?

- ☐ Alaska or Hawaii  
☐ CONUS (continental U.S., excluding Alaska and Hawaii)  
☐ Europe  
☐ Far East  
☐ Caribbean  
☐ Middle East  
☐ South or Central America  
☐ Other

29. What is the zip code of your current DUTY STATION? (Duty station zip can be found on the envelope in which you received this survey.)

0	0	0	0	0
1	1	1	1	1
2	2	2	2	2
3	3	3	3	3
4	4	4	4	4
5	5	5	5	5
6	6	6	6	6
7	7	7	7	7
8	8	8	8	8
9	9	9	9	9

30. On which source(s) do you depend for information about Navy personnel programs, policies, pay, benefits, etc.? (SELECT AS MANY AS APPLY.)

- ☐ Navy News This Week (Weekly TV news)  
☐ All Hands magazine  
☐ Navy News Service (NAVNEWS message/stories)  
☐ Lifeline (quarterly newspaper for Navy families)  
☐ Perspective magazine  
☐ Link magazine  
☐ Navy Times  
☐ Base/station/ship newspaper  
☐ Briefings/word from chain of command (Commanding Officer, Division Officer, LPO, Career Counselor, etc.)  
☐ Plan of the Day/Week  
☐ Shipmates/word of mouth  
☐ Message board (NAVADMINs, NAVOPs, ALNAVs, other messages)  
☐ BUPERS ACCESS/electronic bulletin board  
☐ Other

# ROTATION/PCS MOVES

If you are E-3 or below, fill in circle ☐ and skip to Question 40.

31. Have you heard of the BUPERS ACCESS computer bulletin board system?

- ☐ Yes  
☐ No

32. If you have used the BUPERS ACCESS computer bulletin board system (or if someone else operated it for you), please rate the system using the following scale.

Strongly agree  
Agree  
No opinion  
Disagree  
Strongly disagree

- a. Have not used.....☐☐☐☐☐☐  
b. The system is easy to use.....☐☐☐☐☐☐  
c. The system gave me the information I needed.....☐☐☐☐☐☐  
d. The system made it easier to communicate with my detailer.....☐☐☐☐☐☐  
e. The system has reduced the number of calls I make to my detailer.....☐☐☐☐☐☐

33. How effective do you feel each of the following methods are for interacting with your detailer?

Very effective  
Effective  
Neither  
Ineffective  
Very ineffective  
Don't know/Never use it

- a. Preference Card or 1306-63.....☐☐☐☐☐☐  
b. Letter or 1306/7.....☐☐☐☐☐☐  
c. Telephone.....☐☐☐☐☐☐  
d. Personal visit.....☐☐☐☐☐☐  
e. Detailer field trip.....☐☐☐☐☐☐  
f. BUPERS ACCESS.....☐☐☐☐☐☐  
g. Naval message.....☐☐☐☐☐☐

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34. If you have NOT used night detailing (2nd and 4th Wednesdays until 2200) to contact your detailer, why not?

- ☐ Does not apply/I have used it  
☐ I have never heard of it  
☐ I was unaware of days and time night detailing is available  
☐ Normal detailing hours are sufficient  
☐ I am not allowed to break away from work  
☐ Detailer on duty is not my detailer, unable to help me  
☐ I am unable to access BUPERS by telephone  
☐ Other \_\_\_\_\_

35. If you have formed an opinion of your current detailer, evaluate your detailer in the areas listed below. If not, please evaluate your former detailer.

Very positive  
Positive  
Neutral  
Negative  
Very negative  
No opinion

- a. Knowledge of current policy trends.....☐☐☐☐☐☐  
b. Knowledge of available billets.....☐☐☐☐☐☐  
c. Knowledge of requirements and duties of billets.....☐☐☐☐☐☐  
d. Knowledge of my career development needs.....☐☐☐☐☐☐  
e. Regard for my personal desires.....☐☐☐☐☐☐  
f. Returning phone calls.....☐☐☐☐☐☐  
g. Knowledge of previous communications.....☐☐☐☐☐☐  
h. Providing accurate information.....☐☐☐☐☐☐  
i. Responding to correspondence.....☐☐☐☐☐☐  
j. Accessibility.....☐☐☐☐☐☐

36. When you call your detailer, how long are you USUALLY on hold?

- ☐ Does not apply/have not called detailer  
☐ No delay  
☐ Less than 5 minutes  
☐ 5 minutes to less than 15  
☐ 15 minutes to less than 30  
☐ 30 minutes or more

37. Keeping in mind your sea/shore rotation pattern, is your current assignment what you wanted?

- ☐ Yes, exactly what I wanted
- ☐ Yes, close to what I wanted
- ☐ No, not really what I wanted
- ☐ No, not even close to what I wanted

38. If your current assignment is NOT what you wanted, why not? (YOU MAY SELECT UP TO THREE ANSWERS.)

- ☐ Does not apply/I am satisfied with my current assignment
- ☐ It's not what I was trained for (outside my rating or designator)
- ☐ It's not career-enhancing, no advancement possibilities
- ☐ It's sea duty and I wanted shore duty
- ☐ It's shore duty and I wanted sea duty
- ☐ Not the billet I wanted
- ☐ Not the type of aircraft or ship or activity I wanted
- ☐ It's in a high cost area
- ☐ Don't like the geographical location
- ☐ It's overseas
- ☐ It resulted in family separation
- ☐ Family Support services, housing, recreational or medical facilities are unavailable or inadequate
- ☐ The surrounding community is not satisfactory
- ☐ Don't like the climate
- ☐ Other \_\_\_\_\_

39. Are you aware of the Overseas Tour Extension Incentives Program (OTEIP)?

- ☐ Yes
- ☐ No

#### Comments about Rotation/PCS Moves

Use the space below to make any comments you wish about rotation/PCS moves or the assignment process. If you need more space, use the back page of the questionnaire.

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## Training

If you entered the Navy as an officer, fill in circle ☐ and skip to Question 42.

40. What kind of training (AFTER initial recruit training) did you receive when you FIRST entered the Navy?

- ☐ General Detail (GENDET) training (Seaman/Fireman/Airman/Apprenticeship training)
- ☐ "A" School training
- ☐ Other \_\_\_\_\_

41. How much do you AGREE or DISAGREE with the following statements?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Does not apply
a. The FIRST skills training I received was for the type of work I wanted to do.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. The FIRST skills training I received gave me the skills, knowledge, and abilities I wanted/needed.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. The overall quality of the FIRST skills training I received was good.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. I considered leaving the Navy because I did not get the skills training I wanted when I wanted/needed it.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**42. How much do you AGREE or DISAGREE with the following statements?**

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

**Additional leadership training is needed for**

- [illegible]

**43. Which ONE of the following NAVY LEADERSHIP COURSES did you last attend?**

- ☐ Have not attended any Navy leadership courses
- ☐ Basic Division Officers Course
- ☐ Advanced Division Officers Course
- ☐ Command Excellence Seminar
- ☐ SWO/Submarine Department Head School
- ☐ LMET
- ☐ NAVLEAD (LPO/CPO)
- ☐ Other (DO NOT INCLUDE TQL COURSES)

**44. How would you rate the quality of the training you received in the last formal leadership class you attended?**

- ☐ Does not apply/have not had leadership training
- ☐ Very poor
- ☐ Poor
- ☐ Fair
- ☐ Good
- ☐ Very good

**45. How much of the formal (classroom) leadership training you received did you apply to your experience in the field?**

- ☐ Does not apply/have not had leadership training
- ☐ None
- ☐ Some
- ☐ Most
- ☐ All

### Comments about Training

**Use the space below to make any comments you wish about training. If you need more space, use the back page of the questionnaire.**

[illegible]

## Quality of Life Programs

### Voluntary Education

46. What is the ONE most important reason for you to pursue a college education (including undergraduate or graduate degrees)?
- ☐ Personal goals/satisfaction
  - ☐ Improve my chances for promotion/ advancement in the military
  - ☐ Improve my effectiveness in my current military job
  - ☐ Improve my marketability for a future civilian career
  - ☐ Qualify for an officer commissioning program (e.g., NCP, MCP, ECP, EEAP)
  - ☐ Other \_\_\_\_\_
  - ☐ None, don't need/not interested in college level voluntary education

47. How much do you AGREE or DISAGREE with each of the following statements?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Does not apply
a. Do not need/not interested in college level voluntary education.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. I am now pursuing voluntary education as a direct result of the drawdown.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. I would be interested in taking more college courses using an inter-active computer.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. I would prefer taking more college courses on a local campus.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Lack of transportation makes it difficult for me to take college courses off base.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. I need to improve my academic skills to prepare for college courses.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Family Support Programs

48. How do you rate the quality of each of the Family Support programs/services at your present duty station?

	Very good	Good	Average	Poor	Very poor	Never heard of program	Not used/no experience
a. Housing Referral Services.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Housing Management Services..	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. The Ombudsmen Network.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Sponsor Program.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Deployment Support Programs...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Personal Financial Management Education/Counseling.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Family Service Center (FSC) Counseling (personal, family, marital).....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. FSC Spouse Employment Assistance Program (SEAP).....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Child Development Centers.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Family Home Care Programs (alternative child care).....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Exceptional Family Member (EFM) Program.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Base-level Family Advocacy Programs.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. FSC Relocation Assistance Program (RAP).....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Transition Assistance Management Program (TAMP)...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
o. FSC Information and Referral Service.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
p. Sexual Assault Victim Assistance Program.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
q. Sexual Assault Awareness and Prevention Program.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
r. Family Service Centers - overall.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

49. How much do you AGREE or DISAGREE with the statements that follow about Family Support programs/services you have used while you have been in the Navy. For a brief listing of services, see Question 48.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Does not apply/have not used
a. Navy Family Support services improve the quality of life for me (my family).....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Family Support services have had a positive impact on my decision to remain in the Navy.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Family Support services have had a positive influence on my family's support for my decision to remain in the Navy.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. I am satisfied with the quality of Family Support services in the Navy.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. I am satisfied with the availability of Family Support services in the Navy.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Family Support services have helped me to do my job better.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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## Child Care

If you have NO CHILDREN WHO REQUIRE CHILD CARE, fill in circle ☐ and skip to Question 57.

50. Does your spouse take care of your child(ren) during your regular work day/shift?
- ☐ No spouse  
☐ Yes  
☐ No

If your spouse takes care of your child(ren) during your regular work day/shift, fill in circle ☐ and skip to Question 57.

51. What types of child care have you had to obtain within the last 6 months to meet your job requirements?
- ☐ Does not apply/have no child care need  
☐ All-day care for pre-school age  
☐ Before school or after school  
☐ Overnight care  
☐ Duty days (24-hour care)  
☐ When ship goes out for local operations (2-3 days continuously)  
☐ Other \_\_\_\_\_
52. Who is the primary caretaker for your youngest child during your regular work day/shift? (SELECT ONE.)
- ☐ Military Child Development Center  
☐ Base-operated family home care program  
☐ Private licensed facility  
☐ Civilian operated family home care  
☐ At-home employee (nanny, au pair, etc.)  
☐ Relative/older siblings  
☐ Friend  
☐ Other \_\_\_\_\_  
☐ I currently have no arrangements/I have a child care problem

53. If you are not using military child care centers or family home care, why not? (SELECT ONE.)
- ☐ Does not apply/I am using such care
  - ☐ Don't need it/have other arrangements
  - ☐ Service is not available/I am not aware of such service
  - ☐ Center and family home care have a waiting list
  - ☐ Location of center is not convenient
  - ☐ Quality of care available is substandard
  - ☐ Restricted hours/no overnight care
  - ☐ Too expensive
  - ☐ Other \_\_\_\_\_

54. Do you feel that child care needs interfere with your ability to perform your job?
- ☐ Never
  - ☐ Rarely
  - ☐ Sometimes
  - ☐ Often
  - ☐ Very often

55. In what way do child care needs interfere with your performance? (SELECT THE ONE MOST IMPORTANT.)
- ☐ Does not apply/does not interfere
  - ☐ Distractions while on duty
  - ☐ Miss work
  - ☐ Late for work
  - ☐ Must leave early
  - ☐ Limits billet choices
  - ☐ Needs cause friction with co-workers/supervisors
  - ☐ Raises general stress level/anxiety
  - ☐ Other \_\_\_\_\_

56. How much do you AGREE or DISAGREE with the following statements?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Does not apply/have not used
a. I am satisfied with my current child care arrangements.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. The availability of the Navy-sponsored child care that I have experienced is a positive influence on my decision to stay in the Navy.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Morale, Welfare and Recreation (MWR)/Housing

57. How much do you AGREE or DISAGREE with the following statements?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. My present living conditions are having a positive effect on my job performance.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. My present living conditions are having a positive effect on my decision to stay in the Navy.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Overall, I am satisfied with my quality of life.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you are NOT CURRENTLY stationed aboard ship, fill in circle ☐ and skip to Question 60.

58. How much do you AGREE or DISAGREE with the following statements?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Does not apply
a. My quality of life on board ship would be greatly reduced if I could not regularly participate in the recreation programs.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. My current job gives me adequate time to regularly participate in recreation programs while underway and/or in port.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Crew morale is enhanced by a strong shipboard recreation program.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

59. How often do you utilize shipboard fitness facilities each week?

- ☐ Not at all
- ☐ Less than one hour per week
- ☐ 1 hour to less than 4 hours per week
- ☐ 4 hours to less than 7 hours per week
- ☐ 7 or more hours per week

### Navy Exchange

*The following questions apply to the NAVY EXCHANGE ONLY, not the Commissary.*

60. How often do you shop at the Navy Exchange?

- ☐ Do not shop at the Navy Exchange
- ☐ Less than once a month
- ☐ Once a month
- ☐ Twice a month
- ☐ Once a week
- ☐ More than once a week

61. Which of the following do you buy at the Navy Exchange MORE OFTEN than at civilian retail stores? (SELECT AS MANY AS APPLY.)

- ☐ Do not shop at the Navy Exchange
- ☐ Health and beauty products
- ☐ Housewares, small appliances
- ☐ Computers, office equipment, office furniture, telephones
- ☐ Electronics, television sets, VCR equipment, stereos
- ☐ Toys, sporting goods, bikes
- ☐ Jewelry, watches
- ☐ Sheets, pillowcases, towels
- ☐ Men's clothing
- ☐ Women's clothing
- ☐ Children's clothing
- ☐ Other \_\_\_\_\_
- ☐ None of the above

62. How much do you AGREE or DISAGREE with the following statements about the Navy Exchange?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Does not apply/do not shop Exchange
a. My Navy Exchange benefit is important to me.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Customer service at the Navy Exchange is good.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. The Navy Exchange has better prices than civilian stores.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. The Navy Exchange carries the type of merchandise I usually shop for.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. The Navy Exchange usually carries merchandise in my price range.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. The Navy Exchange provides a pleasant environment in which to shop.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

63. Please provide an overall rating of the Navy Exchange.

- ☐ No opinion/ do not shop at the Navy Exchange
- ☐ Poor
- ☐ Fair
- ☐ Good
- ☐ Very good
- ☐ Excellent

## Navy Uniforms

64. How much do you **AGREE** or **DISAGREE** with the following statements about Navy uniforms?

	Strongly agree	Agree	No opinion	Disagree	Strongly disagree
a. The Navy should have <b>STANDARD SIZE</b> rating badges and service stripes for both men and women.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. The Navy should replace the 100% polyester certified Navy twill (CNT) fabric with a new poly/wool/cotton blend even if it increases the cost of the uniforms.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Comments about Quality of Life

Use this space to make any comments you wish about your quality of life, including voluntary education, Family Support programs, child care, housing, Morale, Welfare, and Recreation programs, Navy Exchanges, and Navy uniforms. If you need more space, use the back page of the questionnaire.

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## Organizational Climate

### Job Satisfaction

65. How much do you **AGREE** or **DISAGREE** with the following statements?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I am glad that I chose to join the Navy instead of other organizations I was considering when I joined.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. I am generally satisfied with my current job.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. In general, I like the work I do in the Navy.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. I am satisfied with my physical working conditions.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. I am satisfied with my career development.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. I enjoy my career in the Navy.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

66. What is the effect of the following on your decisions?

	Extremely positive	Somewhat positive	No effect	Somewhat negative	Extremely negative
a. What is the effect of your pay on your decision to stay in the Navy?.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. What effect does/did military retirement pay have on your decision to remain in the Navy for at least 20 years?.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

67. What effect will retention incentives (e.g., SRB, ACP, NOIP) have on your next decision to remain in the Navy?

- ☐ Does not apply
- ☐ Extremely negative
- ☐ Somewhat negative
- ☐ No effect
- ☐ Somewhat positive
- ☐ Extremely positive

68. What are your Navy career plans?

- ☐ Definitely decided to stay in the Navy at least until eligible to retire
- ☐ Probably stay in the Navy at least until eligible to retire
- ☐ Don't know if I will stay in the Navy until eligible to retire
- ☐ Probably not stay in the Navy until eligible to retire
- ☐ Definitely not stay in the Navy until eligible to retire
- ☐ Eligible to retire now and have decided to leave
- ☐ Eligible to retire now but have made no decision to leave

## Leadership

69. How much do you AGREE or DISAGREE with the following statements?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
a. Decisions are made at the appropriate level in my Command.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. I usually receive command support for the decisions that I make.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. I am satisfied with the quality of leadership in my command.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. My chain of command is willing to listen and respond appropriately to my problems.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. My work group is willing to listen and respond appropriately to my problems..	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. I am allowed to exercise the responsibilities of my job.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

70. Who is your immediate supervisor?

- ☐ Department Head
- ☐ Division Officer
- ☐ CPO
- ☐ LPO
- ☐ CO/XO
- ☐ Other \_\_\_\_\_

71. How much do you AGREE or DISAGREE with the following statements about your IMMEDIATE SUPERVISOR?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
My immediate supervisor:						
a. Keeps me informed.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Gives clear and complete instructions.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Stands up for me.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Makes sure I have what is needed to get the job done.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Can be trusted.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Helps me improve my skills and advance in my career.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Demonstrates professionalism and expects the same of me.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Demands high quality work.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Encourages creativity and new ideas.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Sets the right example in his/her actions.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Takes responsibility for the actions of all his/her people.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Navy Core Values

72. How much do you AGREE or DISAGREE with the following statements?

	Strongly agree	Agree	No opinion	Disagree	Strongly disagree
a. People should always tell the truth, even though it may hurt them or other people.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Sometimes you have to bend or break the rules in order to get the job done.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Responsibility is a key quality of an effective Navy man or woman.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. It is important that people know and do their jobs well.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Being a team player is more important than individual accomplishment.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Loyalty to the Navy is ultimately more important than loyalty to my peers, subordinates, and superiors.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Concern for the well-being of shipmates is important.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Everyone should serve his or her country in one way or another.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. People should always report others who engage in sexual harassment.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. When faced with difficult ethical, moral, and/or life choices, people should rely on their religious/spiritual faith in their decision-making.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

73. How much do you AGREE or DISAGREE with the following statements?

Strongly agree	Agree	No opinion	Disagree	Strongly disagree
----------------	-------	------------	----------	-------------------

It is important to me to:

- |  |                       |                       |                       |                       |                       |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a. Be honest.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b. Behave in an honorable manner.....                                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c. Be a responsible person.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| d. Be competent.....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| e. Be a good team member.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| f. Be loyal to the Navy.....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| g. Show concern for people.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| h. Be patriotic.....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| i. Be courageous.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| j. Use my religious/spiritual faith as guidance in my decision making..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

74. In which of these courses/classes have you had Navy Core Values education? (SELECT AS MANY AS APPLY.)

- ☐ Does not apply/have not had any Core Values education
- ☐ Basic Division Officers Course
- ☐ Advanced Division Officers Course
- ☐ Command Excellence Seminar
- ☐ SWO/Submarine Department Head School
- ☐ LMET
- ☐ NAVLEAD (LPO/CPO)
- ☐ Equal Opportunity Training
- ☐ Other \_\_\_\_\_

## Equal Opportunity (EO)

*Equal opportunity means that Navy men and women have an equal chance to serve, learn, and progress, regardless of their gender, race, or ethnicity.*

75. How much do you AGREE or DISAGREE with the following statements?

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
----------------	-------	----------------------------	----------	-------------------

- |   |                       |                       |                       |                       |                       |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a. I feel my work assignments are fair.....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b. My immediate supervisor treats me fairly.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c. My Commanding Officer (CO) actively supports equal opportunity.....                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| d. My Executive Officer (XO) actively supports equal opportunity.....                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| e. I think something is being done to improve equal opportunity in the Navy.....          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| f. The chain of command is an effective way to resolve equal opportunity problems.....    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| g. I feel if I went to Captain's Mast I would receive fair and equitable treatment.....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| h. I feel that everyone is treated equally when it comes to promotions and advancements.. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| i. At my command, decisions about reenlistment eligibility are fair.....                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| j. Gender discrimination is not tolerated at my command.....                              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| k. Racial discrimination is not tolerated at my command.....                              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

## Fraternization

**Fraternization is defined as "any personal relationship. . .which is unduly familiar and does not respect differences in rank and grade." Fraternization may involve an officer and an enlisted. It may also involve two officers or two enlisted where a senior-subordinate supervisory relationship exists.**

76. Have you received training on the subject of fraternization within the past 12 months?

☐ Yes  
☐ No

77. Please provide an overall evaluation of the fraternization training you have had in the past 12 months.

☐ Have not received training in the past 12 months  
☐ No opinion  
☐ Very poor  
☐ Poor  
☐ Neutral  
☐ Good  
☐ Very good

78. How much do you AGREE or DISAGREE with the following statements?

	Strongly agree	Agree	No opinion	Disagree	Strongly disagree
a. I believe that command members understand what is and what is not fraternization....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. I understand the Navy's definitions and regulations on fraternization.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. I believe that fraternization seriously interferes with good discipline and morale.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. I feel that the Navy's policy on fraternization is a good policy....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Sexual Harassment

**Sexual harassment is a form of sex discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature. Both men and women can be victims of sexual harassment; both women and men can be sexual harassers; people can sexually harass persons of their own sex.**

79. Have you received formal sexual harassment prevention training in the past 12 months (including the Sexual Harassment Stand Down Training)?

☐ Yes  
☐ No

80. Based on the recent Sexual Harassment Stand Down and other training, how much do you AGREE or DISAGREE with the following statements on sexual harassment?

	Strongly agree	Agree	No opinion	Disagree	Strongly disagree
a. I understand the Navy's definition of sexual harassment.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. I understand the Navy's regulations about sexual harassment.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Personnel at my command understand the definitions and regulations on sexual harassment.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. If I had a sexual harassment complaint, I feel my complaint would get a fair hearing.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Sexual harassment is not tolerated at my command.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. I understand my rights and responsibilities concerning sexual harassment.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. I understand the complaint/grievance procedures I would use to report an incident of sexual harassment.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- 81. The Sexual Harassment Stand Down helped me better understand the behaviors and attitudes the Navy expects of me.**

☐ Strongly disagree  
☐ Disagree  
☐ No opinion  
☐ Agree  
☐ Strongly agree

### Comments about Organizational Climate

**Use this space to make any comments you wish about organizational climate, including job satisfaction, leadership, Navy Core Values, EO issues, fraternization, and sexual harassment (between members of opposite sex or same sex). If you need more space, use the back page of the questionnaire.**

[illegible]

## Health Issues

## Navy Drug and Alcohol Program Policies

- 82. How much do you AGREE or DISAGREE with the following statements on the Navy's drug and alcohol policies?**

[illegible]

## Health Promotion Programs

83. How much do you AGREE or DISAGREE with the following statements about health promotion programs?

Strongly agree
Agree
Neither agree nor disagree
Disagree
Strongly disagree
Don't know

- |  |                       |                       |                       |                       |                       |                       |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a. The current physical readiness test standards are a good measure of physical fitness.....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b. My command supports exercise programs to maintain physical standards.....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c. The current body fat standards are applied fairly at my command.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| d. My command supports individuals in a remedial program to return to body fat standards....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| e. Command-sponsored dining facilities make available fruit, vegetables, low fat meat, and dairy food choices and nutrition information.....         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| f. Stress management information and stress reduction programs are available at my command.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| g. I am aware of my own risk potential for high blood pressure.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| h. Suicide awareness/prevention/ intervention programs are available at my command.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| i. My command promotes a tobacco-free environment.....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| j. Information on the effects of cigarettes and smokeless tobacco is available at my command.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| k. At my command, programs are available to assist individuals who desire to stop smoking.....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| l. On-duty programs that support healthy lifestyles (e.g., NADSAP, smoking cessation classes, MWR exercise classes) are supported by my command..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

84. What ONE incentive/program would be most useful in your personal efforts to stop using tobacco products?

- ☐ Does not apply/do not use tobacco products  
☐ Am not trying/do not plan to stop using tobacco products  
☐ Tuition/fee assistance for any certified stop-smoking clinic  
☐ One-time issuance of a 6 to 9 month supply of Nicorette gum  
☐ One-time free or subsidized supply of nicotine (anti-smoking) patches  
☐ Don't know which incentive would be most helpful  
☐ Other \_\_\_\_\_

## AIDS Education

85. Have you received training specifically addressing HIV/AIDS in the past 12 months? (SELECT AS MANY AS APPLY.)

- ☐ Yes, Navy training  
☐ Yes, other military service training  
☐ Yes, civilian (local community) training  
☐ No

86. How much AIDS information have you received from each of the following sources in the past 12 months?

A great deal of information
Some information
Very little information
No information at all
No experience/have not used

- |   |                       |                       |                       |                       |                       |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a. Military classroom training.....                                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b. Commercial media (TV, radio, newspapers, magazines).....               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c. Drug/alcohol counselors/training.....                                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| d. Armed Forces Radio and Television.....                                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| e. Chaplains.....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| f. Training videos.....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| g. Counseling/treatment at Sexually Transmitted Disease (STD) Clinic..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**Use the space below to make any comments you wish about health issues, including drug and alcohol programs, health promotion programs, or AIDS education. If you need more space, use the back page of the questionnaire.**

[illegible]

22

- |   |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|---|
|   |   |   |   |   |   |   |   |   |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 |
| 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 |
| 9 | 9 | 9 | 9 | 9 | 9 | 9 | 9 | 9 |

**Use this space to make any comments you wish about any of the topics addressed in this survey. Use additional sheets as needed. DO NOT staple additional sheets to this booklet.**

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Lined area for survey responses.

Thank you for completing this survey!

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**Chief of Naval Recruiting Command**

**Deputy Assistant Secretary of the Navy (Manpower and Reserve Affairs)**

**Director of Research, U.S. Naval Academy**

**Superintendent, Naval Post Graduate School**